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# Human Resource Policies and Procedures Manual

Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT)

September, 2014

This publication was produced for review by the USAID. It was prepared by KPMG Taseer Hadi & Co. for an assignment commissioned by Chemonics International under the USAID Firms Project.





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# Human Resource Policies and Procedures Manual

Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT)

## **DISCLAIMER**

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# Data Page

Contract Number:	GBTI II Task Order No. EEM-4-07-07-00008-00
Contractor Name:	Chemonics International, Inc.
Name of the Component:	Value Chain Development (VCD)
USAID Technical Office:	Office of the Economic Growth and Agriculture; USAID Pakistan
Date of Report:	September, 2014
Document Title:	Human Resource Policies and Procedures Manual - Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT)
Author's Name:	KPMG Taseer Hadi & Co.
Editing:	Saleem, M.
SOW Title and Work Plan & Action ID:	SOW title:Development of KP-BOIT's Human Resource Department, Component: Value Chain Development, Work Plan Level:22190, Action ID number: 7353
Project Area:	Khyber Paktunkhwa, Pakistan
Key Words:	Director, Employee, Human Resource, Khyber Pakhtunkhwa, KPBOIT, Pakistan, Performance Evaluation



# Abstract:

The USAID Pakistan Firms project aims to assist the Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT) in meeting its mandate of promoting investment and trade in the province. In an effort to assist KPBOIT in developing adequate legal structure, a comprehensive study of possible legal structures was carried out. Based on the results of that study and approvals from provincial government, it was concluded that the KPBOIT should act as an autonomous body formed under statute. This report presents the manual on Human Resource policies and procedures developed for KP-BOIT.



# Acronyms

CEO	Chief Executive Officer
CNIC	Computerized National Identity Card
CV	Curriculum Vitae
DA	Daily allowance
EOBI	Employee's Old Age Benefit Institution
HOD	Head of Directorate
HR	Human Resource
IC&TE	Industries, Commerce and Technical education
KP	Khyber Pakhtunkhwa
KPBOIT	Khyber Pakhtunkhwa Board of Investment and trade
KPI	Key Performance Indicator
LRF	Leave Request Form
PER	Performance Evaluation Report
PIP	Performance Improvement Plan
POL	Petroleum, Oil & Lubricants
PPR	Probation Progress Report
SOW	Scope of Work
TA	Travelling allowance



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# Executive Summary

Chemonics International is implementing the USAID Pakistan Firms Project that works to develop a dynamic internationally competitive business sector to accelerate sales, increase exports, investment, job growth and produce higher value added products and services. Within the business enabling component, the project has initiated an assistance program for the Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT) to help it meet its mandate promoting investment and trade in the province. The KPBOIT was created with a mandate to advocate specific investment friendly reforms and advise the KPK government regarding the provision of adequate infrastructure facilities for making the KPK Province business environment more conducive to international investment.

The Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT) is a nascent organization and in order to flourish requires a fully working and operational HR department. Therefore in this report, policies, procedures and regulations for the organization have been presented. The manual provides specific guidelines for the management in daily HR procedures within KPBOIT.



# 1. Introduction

## 1.1 Overview

The government of Khyber Pakhtunkhwa has established Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT) under notification no AEA (IND) 3-58/2012/BoIT/14994.

KPBOIT is dedicated to achieve economic prosperity and growth by attracting local as well as foreign investment in the province. KPBOIT provides one window operation to facilitate investors by proactively engaging and coordinating with all concerned directorates of the provincial government and acts as a bridge between the investor and all related government and semi government directorates.

Chemonics International is implementing the USAID Pakistan Firms Project that works to develop a dynamic internationally competitive business sector to accelerate sales, increase exports, investment, job growth and produce higher value added products and services. Within the business enabling component, the project has initiated an assistance program for the Khyber Pakhtunkhwa Board of Investment and Trade (KPBOIT) to help it meet its mandate promoting investment and trade in the province. The KPBOIT was created with a mandate to advocate specific investment friendly reforms and advise the KP government regarding the provision of adequate infrastructure facilities for making the KP Province business environment more conducive to international investment.

## 1.2 Purpose of this manual

The purpose of this manual is to provide specific guidelines for the management in daily HR procedures within KPBOIT. It is not intended to prescribe step by step guidance for every eventuality, but defines the policies that the procedures should support. Compliance with these policies and procedures are considered to be a condition of employment at KPBOIT

The objectives of this HR Manual are to:

- a) Provide detailed information about KPBOIT human resources policies and procedures as well as conditions of employment for its staff;
- b) Set out and communicate the policies and procedures formulated to assist management in making people management decisions and form the basis upon which KPBOIT work culture and environment is developed;
- c) Outline the basic rules, regulations and procedures that bind the employee as part of his/her contract of employment;
- d) Act as a guide for new employees;
- e) Serve as an operating guide for the HR staff to manage employee's affair fairly and consistently
- f) Act as a reference document for the management and staff in handling human resource & administration issues;
- g) Acts as a guideline for the efficient and effective operation activities.

## 1.3 Scope of this manual

The manual prescribes policies and procedures to be followed by the KPBOIT human resource and operational management as approved by Board of Investment and Trade. The Manual has been designed to provide clear and precise guidelines in respect of HR activities.

## 1.4 Authority and Update of this manual

Director Finance, HR, Administration & IT and Additional Director Human Resources shall be responsible for ensuring timely and accurate modifications/updates to the Manual. No modification shall have effect unless approved and notified by the Board.

All employees shall be considered as have read this manual and any amendments that shall be made as and when necessary. Section Heads shall ensure that all staff below them is made aware of all sections of this Manual which cover their terms and conditions of service. Ignorance of any of these regulations shall not be accepted as an excuse for failure to act upon any matter or comply with the regulations as laid down in the Manual.

The users of the HR manual may suggest changes and amendments to the existing HR policies and procedures with the approval of head of relevant directorate.

Every modification, once approved, shall be circulated by the office of Additional Director HR to relevant management personnel for acknowledgment. Office of the Additional Director HR shall maintain a log of all updates.

Although every attempt has been made to anticipate all situations requiring formalized policies, however, circumstances may arise which are not covered in the manual or a situation may warrant deviations from the stated policy. These cases shall be resolved by a decision taken by the Management Committee in order to prevent the appearance of prejudice or bias which may occur if the decision is taken by any one individual.

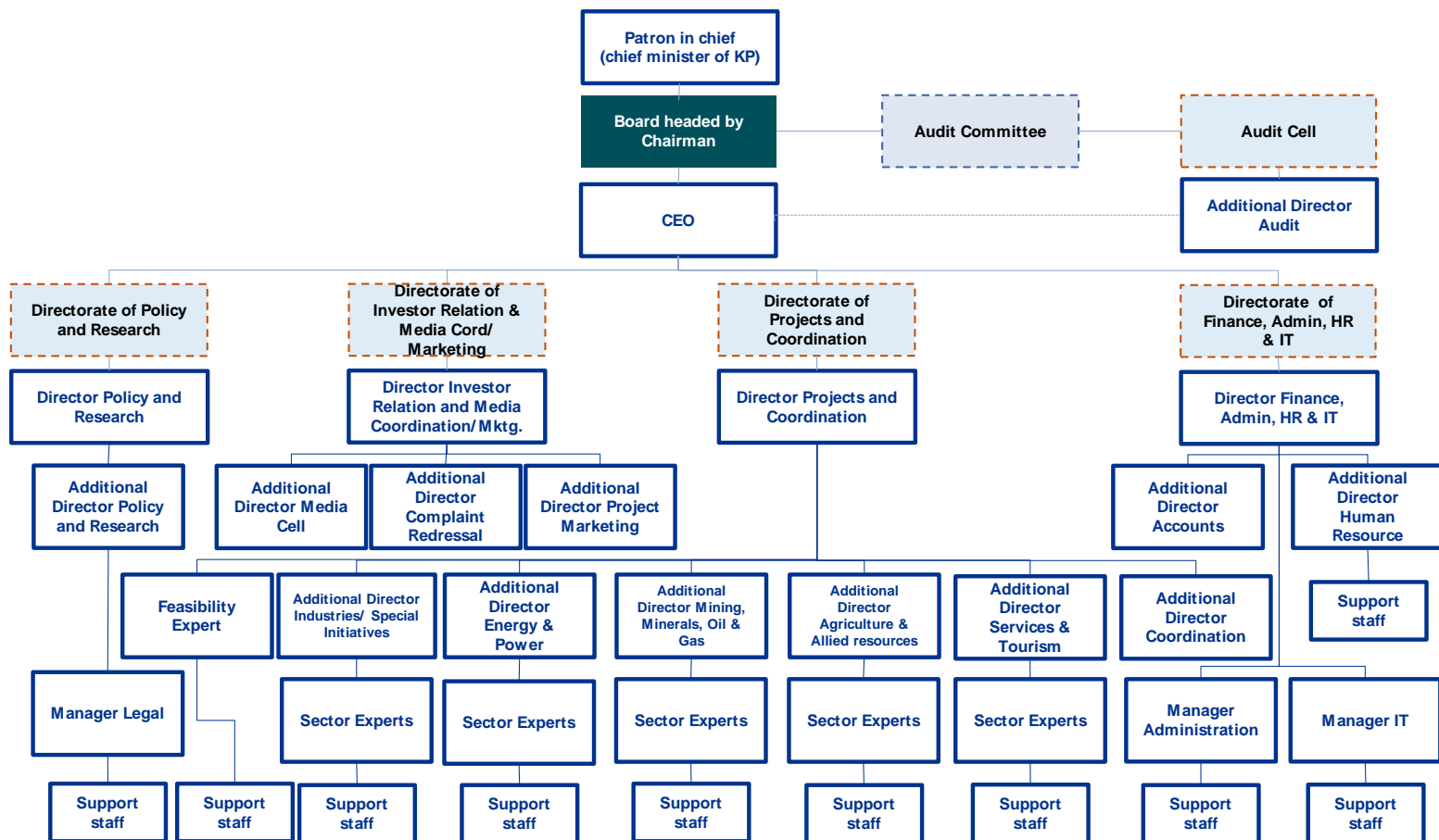
## 1.5 Manual Holders

Copies of the Manual shall be provided to the following officials of KPBOIT:

- a) Chief Executive Officer;
- b) Heads of all Directorates/functions; and
- c) Additional Director Human Resource (custodian of the manual).

The contents of the Manual shall be used for official purposes only. Contents of the Manual should not be copied or otherwise removed from the premises of KPBOIT without the written permission of the Head of Human Resource function.

## 1.6 KPBOIT operational structure



## 1.7 Job Designations

To reduce the ambiguity of roles and clarify the nature of a job, job designations have been harmonized, as much as possible to provide an appropriate level of hierarchy to be used by KPBOIT. The designations which have been used for KPBOIT are as follow arranged based on the hierarchy level:

- Vice Chairman;
- Chief Executive Officer;
- Directors;
- Additional Directors;
- Managers and Sector Experts;
- Officers
- Support staff



## 2. Roles and Responsibilities

### 2.1 Roles and Responsibility of HR Function

The Human Resource function include a variety of activities, and key among them is deciding what staffing needs an organization has and whether to hire staff on contract basis or regular basis to address the needs, recruiting and training the employees, ensuring they are high performers, dealing with performance issues, and ensuring that the organization's personnel and management practices conform to various regulations that are in force. Activities also include managing approach to employee benefits and compensation, employee records and personnel policies.

The HR functions shall be mainly responsible for the following

- a) Advise and Assist management to formulate and ensure the implementation of effective human resource strategies, policies, procedures, controls and practices;
- b) Advise and assist management to maximize the performance of employees by providing human resource strategic and operational support.
- c) Ensure that KPBOIT attracts, retains and motivates the required talent to help achieve the organization's mission and objectives;
- d) Regularly monitor the effectiveness of human resource policies to ensure compliance and relevance to the strategic organization needs of KPBOIT;
- e) Monitor compliance of the HR policies in place with the applicable Government Rules and Regulations;
- f) Be available for consultation, advice and support to all Groups, Divisions and staff within KPBOIT.

### 2.2 Roles and responsibilities of HR Management Personnel

#### 2.2.1 Director Finance, HR, Admin and IT

Role and responsibilities of the Director Finance, Human Resource, Admin and IT, related to the human resource function include:

- a) Overall responsibility for managing the human resource and administration function of KPBOIT;
- b) Responsible for the Recruitment process of KPBOIT including identification of vacant positions, advertisement, short-listing of candidates, arranging the interviews, issuing offer letters to successful candidates;
- c) Maintaining database of employees of KPBOIT;
- d) Preparation of job descriptions for positions in the organization and circulating them to relevant personnel;
- e) Consult with and advise employees and other directorate representatives on personnel-related policies and procedures;
- f) Providing training to and evaluation of subordinates and conducting employee appraisals;
- g) Act as a representative of HR, Admin, IT and administration function of KPBOIT at various meetings and act as advisor to the board on matters that involve human resource considerations;
- h) Present periodic reports to CEO/Secretary to the board on human resources and administration related issues;
- i) Supervision of payroll preparation and maintenance of employees' records;
- j) Arranging orientation sessions for joiners;

- k) Coaching and counseling of the employees;
- l) Ensure completeness and security of employee's data/record;
- m) Maintaining appropriate controls on utilization of approved budgets for human resource function; and
- n) Take disciplinary actions and handling of employees grievances to maintain a healthy environment.

### **2.2.2 Additional Director Human Resource**

The role and responsibilities of Additional Director Human Resource include:

- a) Responsible for the preparation of payroll in coordination with Additional Director Accounts;
- b) Compilation of data relating to hiring of staff;
- c) Maintenance of personal files of employees;
- d) Receiving and processing employee request (i.e. leave, advance, TA/DA etc.);
- e) Assistance in maintenance of employee records;
- f) Ensuring that staff members follow the disciplinary rules and regulations and shall report any failure;
- g) Coordinating the recruitment and selection of employees;
- h) Management of orientation trainings;
- i) Maintenance record of the training acquired by the staff
- j) Responsible for planning and conducting employee orientation sessions;
- k) Maintaining records of personnel, such as hires, promotions, rotations, and terminations separately for all the staff;
- l) Preparation of appointment letter, contracts, warning letters and termination letters;
- m) Carrying out performance appraisal of employees;
- n) Preparation of forms to be filled by the newly inducted staff to be used for medical insurance, EOBI etc.;
- o) Ensuring that Job descriptions of every designation of KPBOIT are maintained and every staff member is provided a copy of his Job description;
- p) Ensuring compliance of induction procedure and termination policies;
- q) Responsible for coordinating the Internship Program; and
- r) Any other duties assigned by the Director Finance, HR, Admin & IT, CEO or the Board.

## **2.3 KPBOIT HR committee**

The human resource committee of KPBOIT shall consist of the following personnel:

- a) Vice chairman, KPBOIT;
- b) Chief Executive Officer (CEO) / Secretary KPBOIT;
- c) Director Finance, Administration, Human Resource and IT; and
- d) A director from other directorates (on rotation basis)

The human resource committee shall be responsible to carry out the roles and responsibilities defined below:

- a) Carry out recruitment / appointments;
- b) Determine terms and conditions of service of KPBOIT employees;
- c) Fix salaries and other emoluments;
- d) Oversee implementation of Board decisions (related to human resource and administration functions);
- e) Set/approve key performance indicators of KPBOIT staff;
- f) Carry out/ approve appraisals of KPBOIT staff; and

- g) Perform any other function assigned by the Board from time to time.

## **2.4 Job Description formation process**

At the time of formation of new sanctioned post, Additional Director HR shall discuss the roles and responsibilities of the relevant post with the head of relevant directorate along with the reporting lines. Additional Director HR shall prepare the roles and responsibilities of the post in details and submit it to head of HR for review, amendments shall be made in the job description by the head of HR. The draft copy shall be submitted by the Additional Director HR to the head of relevant directorate.

Head of relevant directorateshall give his/her comments on the draft job description, and send the draft back to Additional Director HR. changes shall be incorporated by the head of HR and sent to the CEO for approval.



## 3. Code of Conduct

Code of conduct can be defined as the principles, values, standards, or rules of behavior that guide the decisions, procedures and systems of an organization in a way that contributes to the welfare of its key stakeholders, and respects the rights of all constituents affected by its operations.

All employees of KPBOIT must follow the Code of Conduct defined in this manual. Appropriate disciplinary actions shall be taken in case of non-compliance of the Code. The Additional DirectorHR will ensure that every employee is given a copy of the Code at the time of joining.

### 3.1 Conflict of Interest

A conflict of interest is a set of circumstances that creates a risk that professional judgment or actions regarding a primary interest will be unduly influenced by a secondary interest.

Each employee shall be free of any personal interest that could influence his or her judgment or action in the conduct of services or affect his or her responsibility in managing the affairs of KPBOIT. An employee must not only avoid situations that give rise or could give rise to a conflict of interest, but also situations that create the appearance of a Conflict of Interest.

Following policies shall be applicable to all employees of KPBOIT regarding conflict of interest.

- a) Employee must be alert to any situation that could compromise the position of trust the employee holds at KPBOIT, and avoid any kind of conflict between your personal interests and those of KPBOIT.
- b) Employee may not engage in outside activities that can cause conflict with the interests of KPBOIT, interfere with the responsibilities of employees, or damage or misuse the reputation, relationships, confidential information or other property of KPBOIT.
- c) From time to time, situations shall arise that are not clear-cut. If employees are uncertain about the propriety of conduct/ business relationships, the employee must consult his supervisor or legal advisor.
- d) Employees must ensure that their personal interests do not conflict with the duties which are owed to the KPBOIT or which KPBOIT owes to its stake holders. This includes engaging in any of the following activities without the prior written approval of the management.
  - Becoming personally involved in any transaction of the KPBOIT.
  - Negotiating or contracting on behalf of KPBOIT with an entity in which the employee or a relative has an interest.
  - Accepting any employment (whether part time, temporary or other), consultancy, directorship or partnership outside KPBOIT.

### 3.2 Non-Discrimination policy

Notwithstanding the applicable laws of Islamic Republic of Pakistan, the KPBOIT aims to provide equal employment opportunities to qualified individuals regardless of race, color, ethnicity, caste, gender, nationality, origin, ancestry, religion, age, disability or marital status.

Any discrimination against any employee at any level shall be reported to the Additional Director HR, and the HR function shall ensure that complete complaint redress procedure shall be followed leading to disciplinary action.

### 3.3 Confidentiality

All employees must protect confidential information, and prevent such information from being improperly disclosed to others inside or outside KPBOIT.

All employees must learn, to a greater or lesser degree, facts about the KPBOIT activities, plans, operations, etc. that are not known to the general public or other agencies. Any employee may not disclose any confidential information of KPBOIT obtained from his/her role at KPBOIT to others or use any such information for his own or someone else's benefit. KPBOIT employees should not communicate or transmit confidential or sensitive information through external online communications services, such as the Internet. Appropriate disciplinary actions will be taken in case of negligence in complying with the above policy.

During the employment tenure or even after employment terminates, the employee must never disclose or request disclosure of proprietary or confidential information about KPBOIT or its beneficiaries to anyone.

### 3.4 Gifts and Entertainment

It is the policy of KPBOIT that gifts are not to be accepted from any person or organizations, related to KPBOIT. Employees of KPBOIT shall ensure that they shall not accept any gifts offered to them and/or they shall not demand or request any gifts from any stake holder of KPBOIT.

Exception to this policy is in cases where refusal of a gift would be regarded as an affront or it would be impractical or impossible to return the gift then in certain cases it can be accepted provided the gift is:

- a) Not in the form of cash,
- b) Clearly not in return for any consideration or in the anticipation of the same.
- c) The value of gift is not material.

Any departure or proposed departure from the above must be reported through the Additional Director HR to the CEO / Secretary of board for a ruling on acceptance. Appropriate disciplinary actions shall be taken in case of negligence in complying with the above policy.

### 3.5 Sexual harassment

Sexual harassment includes abuse of a sexual nature including , but not limited to , commentaries on the victim's body, suggestive objects and pictures in the work place, degrading words used to describe the victim, or proposition of a sexual nature. Sexual harassment also includes the threat or insinuation that lack of sexual submission will adversely affect the victim's employment, wages, advancement, assigned duties or shifts, academic standing or other conditions that affect the victim's "livelihood".

In case any employee feels that he/she is victim of sexual harassment, they should report the event to the Additional Director HR. Anonymity of complaints shall be ensured to ensure safety of complainant. The CEO and Head of HR shall ensure appropriate disciplinary action is carried out against such complaints.

### 3.6 Fiscal improprieties

KPBOIT expects its entire staff to maintain the highest standards of ethical conduct and to ensure their compliance with all applicable laws, regulations and accounting principles. Any accounting fraud or other fiscal impropriety is strictly prohibited. Some examples of fiscal improprieties include, but are not limited to:

- a) Unauthorized or unethical use of KPBOIT funds;
- b) Fraudulent accounting or reporting of expenditures;
- c) Illegal or unethical fiscal activity (e.g., theft, embezzlement, etc.);
- d) Taking benefit from the position of being serving in the Government Department;
- e) Improperly gaining or potentially gaining financial benefit from beneficiaries; and
- f) Aiding and abetting another's fiscal impropriety.

A willful failure to report a fiscal impropriety may be construed as aiding and abetting the wrongdoer. In addition to disciplinary action and/or termination of employment, fiscal impropriety may result in personal liabilities to the wrongdoer and criminal prosecution in accordance with the applicable laws and regulations.

### **3.7 Nepotism**

The employment of relatives in positions where they may be required to supervise and evaluate each other can cause significant conflicts of interest and poor morale. Accordingly, new employees shall be asked during the application process if they are related to any current KPBOIT employee. The HR and Admin functions shall deal with such relationships on a case-by-case basis to assure that there is fairness to employees and to applicants and that there is no Conflict of Interest or appearance of impropriety.



## 4. Recruitment

A well-defined recruitment process plays a vital role in sustenance and growth of any organization, recruitment process should be properly planned and carried out to ensure that equal opportunity is given to every candidate and the most appropriate candidate is selected for the job.

KPBOIT is an equal opportunity employer providing equal employment opportunities to all applicants on the basis of qualification, demonstrated ability, experience and learning. KPBOIT recruitment philosophy is to attract, train and retain people who can build a strong, mutually beneficial and lasting relationship with KP- BoIT.

At KPBOIT, diversity is seen as a strategic and sustainable long-term objective. Compliance to equal opportunity, non-discrimination and non-harassment are integral requirements for HR function of KPBOIT. KPBOIT aims to attract qualified, experienced, skilled and knowledgeable individuals that are most suited for the job, motivated, career oriented and committed to excellence in pursuit to the mission and success of KPBOIT.

KPBOIT work on the principles of:

- a) Respect for every individual;
- b) Draw strength from equal opportunity and diversity, at the same time supporting personal growth and development; and
- c) Value and benefit from the uniqueness of each individual.

### 4.1 Types of appointment

#### 4.1.1 Ad hoc & temporary appointment

The CEO/Secretary to the Board, with the approval of HR Committee, shall have the authority to appoint staff for a short time period. Rationale for appointment on temporary basis should be clearly laid down and presented in the HR Committee. Proper hiring procedures embodied in this manual shall be followed for temporary and contractual based appointments with a fixed time period, extendable with the approval of the CEO.

#### 4.1.2 Permanent appointment

With the exception of ad hoc / temporary appointments defined previously, all appointments at KPBOIT shall be made with a permanent contract until retirement/termination as per the rules and regulation defined by the government of Pakistan and as described in this manual.

#### 4.1.3 Internship

The internship policy is primarily aimed at accommodating students engaged in, at minimum, their Bachelors studies, to meet their degree requirements or to gain practical experience. Students below the academic level of Bachelors shall not be considered for internship. An internship can be applied through an Internship Request Form (Annex) along with the scanned resume annexed as an attachment.

The maximum internship tenure shall be 3 months. Depending upon the directorate's needs, the tenure can range from 1 month to 3 months.

Internships shall be unpaid. The internee may be allowed a stipend, depending upon the nature of the internship. The stipend shall only be processed on recommendation of the

relevant HOD & Head of HR. The recommendation for stipend processing will be approved by CEO/Secretary to Board.

Interns shall be provided rotation within and outside the concerned directorate, if requested at the time of Hiring and agreed. The number of interns is governed by a predetermined HR Internship budget. After the budget is exhausted, any additional interns shall have to be accommodated from the relevant directorate's budget. Internees shall be subject to the disciplinary and other conduct requirements of KPBOIT as detailed in this manual.

## **4.2 Method of appointment**

### **4.2.1 Internal recruitment**

Only confirmed employees who have served at least for one year in their current position shall be eligible to apply in response to the vacancy announcements. Employee(s) will inform their respective head of directorate while applying against an internal position and, if selected, will join the new job after getting clearance from the head of directorate.

Internal hiring will not automatically effect a change in the salary, grade and the benefit package. Compensation/grade related changes will only be considered during the internal recruitment process. The record of new position shall be updated in personal file. After hiring under this method, the employee will not be eligible to apply for another internal vacancy for a minimum period of one year from the date of assuming new position.

### **4.2.2 External recruitment**

No candidate under the age of eighteen will be considered for employment. To avoid conflict of interest, hiring of close relations (brothers, sisters, spouses, first cousins, brothers/sisters in law) will not be encouraged. However, candidates falling in this category with rare skill set and exceptionally good credentials may be considered. HOD will need to provide rationale for hiring such candidates and a final decision will rest with the Hiring Committees.

Hiring from vendors and clients will not be encouraged. Except where offers are made to employees of these entities and prior consent of their employers was obtained. All recruitment will be done through HR in consultation with the Heads of the concerned directorate and the Hiring Committees as prescribed.

An applicant's knowledge, skill and aptitude related to the position shall be judged according to a range of factors including:

- a) Education (Academic / Professional);
- b) Experience;
- c) Achievements in extracurricular activities;
- d) Confidence;
- e) Management potential
- f) Interview.

### **4.2.3 Deputation**

The Authority may appoint a Civil Servant from other provincial government departments of KP, on deputation basis for a specified period not exceeding 3 years, extendable by 2 years, on the standard terms and conditions of deputation notified by the Government of Pakistan.

In case the services of the Officer/Staff appointed on deputation are no more required, the appointing authority may repatriate such Officer/Official to the parent office/department at any time without assigning any notice.

#### **4.2.4 Rehiring of Former/Retired Employees**

Any former employee is eligible to rejoin KPBOIT only if he/she has worked for KPBOIT for at least two years and have followed the resignation and clearance procedure as per policy. The employment shall be subject to verification and approval from the previous supervisor at KPBOIT regarding the quality of the skills-competency mix and past performance. He/she will be considered as a new employee from rejoining date and will have to go through the normal recruitment, probation and orientation process. However employees who were asked to leave because of serious misconduct or performance problems are not eligible to rejoin KPBOIT.

Re-hiring of the retired employees is allowed subject to special demand for a particular assignment/project. The former employees shall be hired in the capacity of consultant/advisor. Retired employees who are re-hired will not be given orientation, neither will be on probation.

### **4.3 HR Planning**

It is the policy of KPBOIT to develop an annual HR plan to fulfill the staffing needs in accordance with strategic objectives of KPBOIT. This policy shall assist KPBOIT to manage the optimum level of human resource as per the required skill set on and pre-defined timeline based on the requirement. This policy shall include all permanent and temporary staff at KPBOIT head office and sub-offices (if any).

#### **4.3.1 HR Planning Process**

Additional Director HR shall identify the staff requirement in coordination with the Directors of every directorate. All decisions in connection with the updating of the organizational structure, addition of new posts, promotions, retirements, employee turnover future development and growth shall be included in the HR strategic plan.

In addition to the HR strategic plan, Additional Director HR shall be responsible to prepare annual budget against every line item of HR strategic plan. The budget plan will encompass the following areas:

- hiring on vacant posts;
- training;
- gratuity;
- Provident Fund;
- EOBI;
- Medical/life insurance;
- Mobile facilities; and
- Other allowances.

Annual HR plan shall be reviewed by Director HR, Finance, admin & IT and submitted to the HR executive committee for approval and inclusion in the annual budget of KPBOIT. The HR executive committee may propose changes to the HR plan before approval. These changes shall be incorporated by the director HR, Admin, Finance & IT in the Annual HR plan.

The record shall be kept of budget for the year. All activities occurring during the year shall be within the budget limits. If variations occur then they will be reported appropriately in budget vs. actual reports.

### 4.3.2 Pre-Recruitment Planning

Based on the Annual HR plan, hiring request shall be initiated by the head of relevant directorate and submit the request to the HR. If the required staff are not sanctioned for hiring under the approved HR plan, then the approval of the CEO shall be sought on the Hiring Request Form.

Additional Director HR shall plan the recruitment process in coordination with the Director of relevant directorate to ensure timely recruitment of suitable staff. Timelines for every step to be followed as defined under this manual shall be included in the Recruitment plan. The recruitment plan shall then be reviewed and approved by the Director HR, Admin, Finance & IT. The recruitment process shall be initiated at least two months prior to the expected date of joining.

## 4.4 Appointment authority

For regular positions the appointing authorities to make appointment against various sanctioned posts shall be as under:

**Table 1: List of Appointing Authorities**

S. No.	Post	Authority
1	Posts in MP-I	Board/ Patron in Chief (Chief Minister of KP province)
2	Posts in Grade 5 to 12	HR Committee
3	Posts in Grade 1-5	CEO and Director HR, Admin, Finance & IT

## 4.5 Recruitment process

### 4.5.1 Vacancy announcement

In case the vacancies are to be advertised internally, Additional director HR shall carryout the following process for internal announcement:

- Prepare an internal advertisement in coordination with the head of relevant directorate;
- Internal advertisement shall be finalized with the approval of Director HR, Finance, Admin & IT; and
- Additional Director HR shall paste the advertisement on the official notice board, issue a memo and send an email to every staff member working at KPBOIT.

Following procedures shall be followed for the purpose of announcement of available post for external hiring of staff:

- HR shall discuss a recruitment strategy and candidate screening criteria with the Head of relevant directorate depending on the urgency, likelihood of selecting suitable candidates, cost and the level and profile of the position, the following recruitment approaches would be considered;
- The draft advertisement shall be prepared by the Additional Director HR and submit the advertisement to the head of HR for review;

- c) Additional Director HR shall obtain a confirmation from the Additional director accounts to ensure the availability of funds;
- d) The draft advertisement shall be sent to the head of relevant directorate for review. The comments of the relevant directorate shall be incorporated in to the draft advertisement;
- e) Approval of the CEO shall be obtained;
- f) Advertising agency shall be selected through proper procurement process for publishing;
- g) The advertisement shall be carried out in one local and two national newspapers to ensure wide spread coverage; and
- h) KPBOIT shall also announce vacancy on its official website.

All vacancy announcements will be issued by the HR. The advertisement must clearly state the vacant position's title, responsibilities and requirements, application instructions, and closing date. The advertisement will also state that only short-listed candidates will be interviewed.

In Addition to the advertisement of post as per the above mentioned process, Additional Director HR shall carryout the following activities:

- a) Contact the placement offices of universities/educational institutes, for fresh graduates for entry level positions;
- b) Liaise with educational institutes/colleges and build relationship to meet the demands of ongoing manpower requirements;
- c) May contact placement firms/head-hunters for critical/senior management positions; and
- d) May seek referrals to attract best available candidates from the market.

#### **4.5.2 Resume database**

Employment application form shall be available at KPBOIT website to be filled and submitted along with the CV of candidate.

Employment application (template provided in annex 2) along with CV shall be received via post, personal visit, Email and/or online submission on KPBOIT website. CVs shall only be received from the candidate himself and CVs received from a third party shall not be accepted.

Additional Director HR shall form a data base of applications received against the vacancy announcements. At the last date of submission, Additional Director HR shall take printouts of all the applications and CVs received online and submit them to the head of HR.

HR shall use the following sources to build a database for prospective candidates:

- a) Graduate Directories from Universities
- b) Professional Institutes
- c) Executive Search Service providers (for senior positions only)
- d) Employee and other referrals
- e) Walk-in candidates
- f) Unsolicited applications

#### **4.5.3 Short listing**

Director HR/ Admin in consultation with the concerned Section Head and with the approval of relevant selection forum will determine the screening criteria for the

applications received. The basis of the screening process will be the job description and person specifications, and only candidates who meet the minimum requirements for the position will be selected for initial/first interview. The screening and evaluation process of resumes shall be performed by the relevant selection forum depending on the post.

The committee shall be responsible to:

- a) Receive "Employment Application form" and reference all job applications and CVs;
- b) Screen all job applications and CVs according to the screening criteria;
- c) Plan and coordinate the interviews and tests schedules;
- d) Develop a short-list of potential candidates

Additional Director HR shall maintain record of all the applications received which may be considered in future. After the short listing, Additional Director HR shall contact and intimate the candidates through E-mail and Phone call for interview at a specified date in consultation with the availability of the members of the interview panel.

#### **4.5.4 Interview and Tests**

Before conducting the interview, HR shall ensure that the candidate completes an Employment Application Form indicating personal information including listing any relatives that are employed by KPBOIT.

Following steps shall be followed for Interviews:

- a) The interviews shall be held within 14 days after the screening of resumes is complete.
- b) The HR Section shall prepare and coordinate interview schedule and participate in the Interview process.
- c) The interview shall be carried out by the relevant recruitment forum;
- d) Each Member of the interview panel must complete a Candidate Interview Evaluation Form (template provided in Annex 2).
- e) Members of the interview panel must inform HR Section, prior to interviews, if they have any acquaintances with, or related to, the candidates. HR will determine if a conflict of interest is present or not. Hiring Panel Members, with a personal connection to a candidate, are expected to recuse themselves of the interview panel.
- f) If specific testing is required for the vacant position, HR office will test applicants in the skill area before the initial interview. HR will work with the relevant manager to ensure that the tests and interview questions provide the needed information for decision-making and that the process is consistent for short-listed candidates for the same position.

**Note:** Candidates who are requested to travel from outside the interview area will not be reimbursed for costs of transportation and lodging. The candidate will have to make his/her own arrangement and will not be reimbursed the cost of travel.

#### **4.5.5 Selection**

Following steps shall be followed for selection of candidate:

- a) After interviews have been completed, the members of the interview committee will complete the Candidate Recommendation Form (template provided in Annex 4) and send all candidate file information back to HR for filing.

- b) The form should first be endorsed by the Head of the panel signed by all the members of the panel and submitted to HR Section for issuance of Appointment letters. Panel shall identify top three candidates recommended for hiring for the relevant post.
- c) Members of interview committees are collectively responsible for the hiring of the suitable candidate and are required to write any reservations they may have on hiring a candidate on their interview form. These forms are kept confidential by HR.
- d) HR may deny the hiring based on any irregularity in the hiring process. HR objections must be documented and approved by the CEO.

#### **4.5.6 Documentation verification and Reference check**

Reference and documentation checks will be conducted to ensure that the personal information including CNIC, educational documents and past experience provided by the job applicants is factual and antecedents from referees/previous employers are endorsed.

The Additional Director HR shall carry out reference checks of the top three candidates before candidate is confirmed in a management or support/supervisory position. Policies regarding initiating correspondence and handling of confidential information are presented below:

- a) Reference check should be sought from at least two referees, one of whom should be the candidate's employer prior to joining KPBOIT. In case it is not possible for an employee to provide references of the previous employer (e.g. in case of entry level / junior management level positions), such an employee shall be required to provide other professional references.
- b) References should only be accepted from referees who know the employee in a professional capacity. Hence, references from relatives, family members, etc. will not be considered as valid for the purpose of this policy.
- c) General information pertaining to the employee's conduct may be enquired through the referees. However, the immediate supervisor/HOD may ask the Head of HR to check any specific information from the referees, which they may have come across during the course of the interview. Furthermore, if the job involves exposure to sensitive information, credentials should also be checked.
- d) Employees Last Education Degree and CNIC will be verified.
- e) Any information received from the referees should be treated as strictly confidential. The appointing authority, interviewer (s) and the Head of the HR function will be only ones to have access to the information. Under no circumstances, it may be released to the employee.
- f) If any representation made by an employee is not validated after proper reference check, the appointing authority or interviewer can make necessary inquiries from the employee. Statement of false/incorrect information by an employee can result in dismissal from KPBOIT.

#### **4.5.7 Offer letter**

The top candidate who has been cleared in reference check and documentation verification shall be issued the offer letter for the relevant post. The offer letter shall be sent to the candidate through post and a phone call shall be made.

The selected candidate shall have 7 days to respond to the letter contrary to which the job offer shall be rescinded.

In case, the candidate rejects the offer, HR shall inquire for the reason of rejection. Reason for rejection shall be communicated to the head of selection committee to decide whether to accommodate the concerns of the candidate, if not, the head of selection committee shall identify the second most suitable candidate who has cleared documentation verification and reference check.

In case, none of the three selected candidates accept the job offer, recruitment process shall be carried out again.

## **4.6 Post recruitment activities**

### **4.6.1 Appointment letter / Contract**

Selected employees will be issued letter of appointment by HR which will clearly spell out the terms and conditions of employment and the benefits applicable to the position. The code of conduct and disciplinary policy shall be annexed with the appointment letter.

The appointment letter to the minimum should contain the following information:

- a) Appointment date;
- b) Position offered;
- c) Work location;
- d) Employment duration;
- e) Probation period;
- f) Basic salary;
- g) Allowances and benefits;
- h) Terms of termination;
- i) Other terms and conditions of employment.

The recruitment process shall be finalized after the Employment Contract has been signed by the CEO of KPBOIT.

### **4.6.2 Joining report**

At the time of joining of the candidate, joining report should be signed by the candidate and submitted to HR. Head of HR shall verify and approve the joining report on the same day.

In case of non-availability of head of HR, Additional Director HR shall sign the joining report in his stead clearly stating the reason of unavailability of head of HR.

Original joining report shall be maintained by HR in the candidate personnel file of KPBOIT. Copy of joining report shall be sent to the additional director accounts along details of compensation and benefits for processing of salary.

### **4.6.3 Orientation**

After the signing of the appointment letter / contract, the HR officer shall:

- Introduce the appointee to his immediate Supervisor and directorate head, as available
- Add employee's name in the Attendance Register.
- Issue KPBOIT Identity Card.
- Provide him a copy of KPBOIT's HR policies, and clarification of its contents, as requested.
- Provide him a copy of his job description.

Orientation session shall be carried out by the HR for all new employees to ensure that employees joining KPBOIT clearly understand its environment, values, work requirements and policies. This process will facilitate new employees to comfortably settle in the new environment.

The employee shall be given verbal briefing on following matters during orientation session:

- a) KPBOIT vision, mission and core values;
- b) KPBOIT management philosophy;
- c) Information about the board of investment & trade and management structure;
- d) KPBOIT objectives and goals;
- e) KPBOIT policies and procedures;
- f) Introduction to other employees and facilities; and
- g) Probationary period, objectives to be set and agreed with relevant supervisor/HOD.



# 5. Compensation and Benefits

## 5.1 Grades

HR function of KPBOIT shall ensure that each employee shall be designated with a grade in accordance with the worth of his position as defined in this manual.

**Table 2: Grading Structure for KPBOIT**

Grades	Classification	Designations
MP – 1	Top Management	Vice Chairman
		Chief Executive Officer (CEO)
12-11	Head of Directorate	Director
10	Senior Management	Additional Director
9-7	Middle Managers	Managers
6	Officers	Officers
5	Supervisors	Assistant Officers
4-1	Support Staff	Support staff

## 5.2 Salary structure

Establishing attractive employee compensation & benefit facilities are one of the key ways an organization is able to attract and retain a pool of talented and quality human resource. It is the policy of KPBOIT to provide competitive market compensation to ensure retention and motivation of staff.

Each job shall fall under a suitable grade defined in this manual. The employee shall be assigned a salary, established according to the job requirements and employee's qualifications. It is not necessary that the employee start from the salary defined in the initial stage of the respective grade, consequently the start-up salary shall be subject to negotiation by the employee and the job description and salary administration guidelines as provided in this manual.

It shall be ensured that each employee is given the starting salary of the grade level in which his/her position and experience fall. It shall also be ensured that consideration is given to experience and qualification.

The Officers/Officials on deputation from Provincial Government departments shall continue to draw their usual pay and allowances as admissible to them under the relevant deputation policy of the Government or as mutually agreed.

The starting salary offered to new candidates by KPBOIT will be dependent on the following factors:

- a) The particular grade level for which the job offer is being made;

- b) Relevant experience in the field, qualification and skill set; and
- c) Budget availability.

Defined below in a tabular form, the salary structure of KPBOIT:

**Table 3: Salary Structure of KPBOIT**

Grades	Salary structure
MP -1	MP-1 scale as per Federal Govt. Notification
11-12	MP-2 scale as per Federal Govt. Notification
10	MP-3 scale as per Federal Govt. Notification
9	BPS 18 as per provincial government policies
7-8	BPS 17 as per provincial government policies
6	BPS 16 as per provincial government policies
5	BPS 15 as per provincial government policies
1-4	BPS 4-14 as per provincial government policies

### 5.3 Annual salary review and increment

Annual salary review shall be carried out at KPBOIT toward merit based salary increments and performance awards to employees based on their annual performance appraisal rating, inflation and market competitiveness. Following guidelines shall be admissible for the purpose of annual salary review.

- a) All employees who join on or before 30th June will be included in the annual salary review exercise and will be eligible for increment.
- b) The annual salary review budget will be calculated as a percentage of the June payroll of the appraisal year. The budget percentage shall be communicated by the director HR, Admin, IT & Finance to the CEO / secretary to board for endorsement, on annual basis.
- c) The revised salaries will be effective from 1st of July each year.
- d) Employees getting promoted will either be placed at the minimum threshold of the next pay scale or given a raise as per their performance rating and market worth.
- e) In case of employees who are still on probation at the end of the year, they will not be entitled to annual merit increments in that year. Employees are normally informed of this during the recruitment stage.

### 5.4 Allowances

It is the policy of KPBOIT to provide allowances based on the current market rate to the management of KPBOIT to ensure retention and motivation of staff. The allowances shall be updated and new allowance can be added once every three years as per the policies and procedures defined in this manual.

The allowances provided by KPBOIT shall be designed in such a way that it ensure to attract and retain a pool of talented, qualified and committed employees to fulfill the objectives of KPBOIT.

Following is the list of Allowances that shall be admissible for the staff of KPBOIT:

- a) Travelling Allowance / Daily Allowance (TA/DA)
- b) Mileage Allowance

## c) Fuel Allowance

*(Note: Additional Allowance shall be added to the list after the approval by the Board)*

#### 5.4.1 Travelling Allowance / Daily Allowance (TA/DA)

It is the policy of KPBOIT to provide TA/DA to staff travelling and staying in any other city other than the city in which the relevant staff member is deputed to ensure coverage of travelling and staying expense of the relevant staff member.

TA/DA shall only be paid if the purpose of travelling and staying is of official nature and the travelling and stay has been approved by the Director of the relevant directorate. The payment rate regarding TA/DA is as follows:

- a) Travelling Allowance shall be reimbursed to the staff members based on actual expense. Actual travelling receipts shall be required as proof for the payment of travelling expense. (Mode of transportation as per the Grade is defined in the table below)
- b) The hotel expense shall be paid by KPBOIT on actual basis, the hotel expense should be billed directly to KPBOIT for payment. (Stay entitlement based on relevant Grade is defined in the table below)
- c) A fixed per-diem shall be paid to every staff member to cover-up the food expense incurred by the staff member on an official trip. (rates are defined in the table below)

**Table 4: TA/DA rates**

Grades	Per Diem	Overnight Stay Entitlement	Travel Entitlement
MP -1	As-Actual	5 Star Hotel / Guest house	By air: Business Class
MP-2/3	---	4 Star Hotel / Guest house	By air: Economy Plus
7-9	---	3 Star Hotel / Guest house	By air: Economy (in case of Above 10 hour by road travel) By road: Daewoo Bus

#### 5.4.2 Mileage Allowances

Mileage allowance is paid to staff that do not require to travel on a daily basis for work activities however they may need to travel for official purpose using their own car or motor bike. Following rates shall be used for the purpose of payment of mileage allowance:

- a) If personal car of the staff member is used then the Mileage Allowance shall be paid at a rate of PKR 8/km.
- b) If personal motor bike is used then the Mileage Allowance shall be paid at a rate of PKR 4/km.
- c) If taxi is used for travelling then the payment shall be based on the actual expense.

*(Note: the Mileage Allowance shall be subject to change based on the prevailing increase in price of fuel as per the approval of the Board)*

### **5.4.3 Fuel Allowance**

It is the policy of KPBOIT to provide fuel allowance to staff members who have been provided with the company car, the upper limit of the fuel allowance shall be defined by the HR committee based on the level of grade the relevant staff member falls in.

## **5.5 Benefits**

It's the policy of KPBOIT to provide equitable and attractive benefits to their staff in addition to their salary for the sole purpose of motivation and retention of KPBOIT staff. The section outlines the benefits given to KPBOIT staff based on the discretion of HR Committee from the following list of benefits:

- a) Company Car
- b) Medical Insurance
- c) Provident Fund
- d) Employee Old Age Benefit (EOBI)
- e) Employee Loans

### **5.5.1 Company Car**

KPBOIT staff of MP scales shall be entitled for a company car. Make and model shall be decided by the HR committee based on the grade the relevant staff member falls in. furthermore provision of driver shall also be decided by the HR committee at the time of decision regarding the provision of company car.

All company cars shall be registered in the name of KPBOIT and to be returned to KPBOIT at the time of resignation/termination or retirement. Fuel allowance shall be given to staff members based on the fuel allowance policy defined in this manual.

### **5.5.2 Medical Insurance**

It's the policy of KPBOIT to provide medical insurance to every staff member falling in the grade of 7 and above. This medical insurance policy shall be provided to every entitled staff member at the time of their recruitment.

Medical Insurance shall be procured by the Administration function of KPBOIT using the procurement process followed by KPBOIT. The standard insurance policy shall be approved by the HR Committee before signing the contract with the insurance agency.

### **5.5.3 Provident Fund**

Purpose of this scheme is to provide long term benefit to employees of KPBOIT in order to ensure their long term career with KPBOIT and to provide security to KPBOIT in case of recovery of dues from employee final settlement at termination. Salient features of Provident Fund scheme are briefly discussed as follows:

KPBOIT will maintain a funded/contributory Provident fund scheme.

- a) The provident fund can be either 5% or 10% of the basic pay. The determination of percentage is at sole discretion of employee.
- b) Monthly contribution to the Provident Fund is deducted from the monthly salary of an employee @ 5% or 10% of the basic pay as the case may be and an equivalent amount is contributed by KPBOIT.
- c) All confirmed employees shall be entitled to the Provident Fund scheme from the date of their confirmation of employment with KPBOIT.

- d) Provident Fund is governed by its rules which shall be applicable to all members of staff.
- e) Accumulated balance in the Provident Fund account is given to a separating/retiring employee or to beneficiaries nominated by the employee in case of her/ his death.

#### **5.5.4 Gratuity fund**

Following policies shall be applicable regarding payments of gratuity fund:

- f) All employees who have completed their 5 years of services shall be eligible for gratuity.
- g) Once the employee becomes eligible for gratuity fund, his gratuity shall be calculated retrospectively, i.e. from the year 1 of his confirmation as employee of KPBOIT.
- h) If the employee leaves KPBOIT before completion of 5 years of service, then no gratuity will be payable.
- i) If period of service is 05 years and above, gratuity will be payable equivalent to one month's gross salary (last drawn) for each completed year of service.
- j) Leave without pay will not be considered for payment of Gratuity or any other benefit.

#### **5.5.5 Employee Old Age Benefit (EOBI)**

KPBOIT shall pay EOBI contribution along with the deduction from employee salary to the Employee Old Age Benefit Institution as per the EOBI Act 1976 issued by the Federal Government of Pakistan.

#### **5.5.6 Employee Loans**

Every KPBOIT staff member after completing one year of service at KPBOIT shall be entitled for the to opt for a financial loan. The amount of loan shall not exceed the balance amount of employee's Provident fund.

Loan Application shall be prepared by the relevant staff member who shall provide the exact amount of loan required against the reason provided along with my relevant supporting documentation. He shall then submit the request to Additional director HR for review, Additional Director HR shall submit the loan application to finance section to ensure that the loan amount do not exceed the total balance of relevant employees provident fund. After the approval from finance section, the application shall be submitted to the CEO for approval.

Employee shall be responsible to pay back this loan to KPBOIT through monthly salary deductions and no further Loan Applications shall be accepted unless the previous loan has been completely repaid.

Additional Director HR shall maintain the records regarding the loans provided to the staff members.

### **5.6 Deductions**

KPBOIT can and may make deductions from your salary if any of the following circumstances occur:

- a) Absent from work for one or more days for personal reasons other than sickness, pay may be deducted for those full days missed;

- b) If staff member is suspended without pay for one or more days for violating KPBOIT policies including, but not limited to, those on non-discrimination, harassment, conduct, drugs and alcohol, pay may be deducted for each full day during the duration of the suspension;
- c) On the termination of employment with KPBOIT and have a balance of outstanding personal expenses;
- d) An advance received from KPBOIT is not repaid as the terms of the advance;
- e) KPBOIT has incurred expenses and suffered loss as a result of an employee's behavior;
- f) Employee has authorized KPBOIT to make deduction for an expense(s);
- g) Deduction required as per the applicable Government Regulations;
- h) Any other deduction that Director HR, Admin, Finance & IT may deem necessary for deduction from employees payrolls.

## 6. Probation period

### 6.1 General guidelines

All new employees, permanent or temporary, shall be subject to a probation period from their first working day at KPBOIT. Permanent employees shall be required to serve one year probation period while temporary employees shall be subject to a period of six months' probation.

An employee shall not be employed under probation more than once by KPBOIT. The contract shall specifically and in writing indicate that the employee is under probation, with the period specified or else be considered as regular employee.

During the probation period, either party may terminate the contract without notice. In such a case, KPBOIT shall only have obligations for paying the earned salary and allowances as per the applicable provincial rules and regulations.

### 6.2 Probation evaluation

Probation evaluation for permanent staff shall be carried out twice, once after six months of start of employment and once at the completion of probation period. Evaluation for temporary staff shall be carried out once at the completion of probation period.

Following activities shall be carried out by the head of relevant directorate for the purpose of successful probation evaluation:

- a) Monitor the performance of the employee during the probation period;
- b) Ensure that notes are kept on the employee's performance;
- c) Communicate to the employee the required improvements and strengths to build on over the next weeks of probation;
- d) Meet with the employee and discuss his/her overall performance on the job during the period. Indicate to the employee areas of strengths and weaknesses discovered and solicit his/her comments to ensure that full understanding of the issues discussed;

### 6.3 Probation progress report

Following procedures shall be carried out for the purpose of probation progress reporting of newly employed staff:

- a) The head of the relevant directorate shall carryout a formal evaluation using "Probation Progress Report (PPR)" (template provided in Annex 5) for the new employee. The head of directorate shall submit the probation progress report to Head of HR along with his recommended actions as whether to confirm employment or extend probation or terminate employment based on probation report.
- b) Performance Evaluation Report (PER) shall also be made part of the Probation Progress report and should be considered for recommending the action for/against the employee.
- c) Head of HR shall verify the report to ensure proper procedures has been followed and ensure that the action recommended is in line with the Probation Progress Report (PPR) and Performance Evaluation Report (PER) and submit the report to the CEO / Secretary of the board for approval.
- d) In the event of satisfactory performance, the employee's confirmation of appointment is made.
- e) In case of successful completion of the probation period, distribute three copies of "Probationary Progress Report" to:

- a. Concerned employee;
- b. Concerned Sectional Head;
- c. File copy in Employee File.

# 7. Performance Evaluation

## 7.1 Introduction to Performance Evaluation

Performance Management at KPBOIT is a formal process of evaluating employee performance, to help the Head of relevant directorate to identify and align the performance targets as per agreed and expected outcomes, plan employee career development, assess readiness for promotion, determine compensation, and improve productivity by communicating goals and expectations to employees.

## 7.2 Objectives of performance Evaluation

Performance Evaluation shall be carried out at KPBOIT to achieve the objective defined below:

- a) To attain and maintain performance excellence through proper monitoring, appraisal and feedback of individual staff performance.
- b) To give employees a clear understanding of the quality and quantity of work expected from them.
- c) To encourage performance driven culture and open communication within the organization.
- d) To provide fair and objective review of an employee's performance during the year as an integral part of employee development.
- e) To motivate and assist employees in improving their performance and achieving their professional career goals.
- f) To ensure that the work performed by employees accomplishes the objectives of the KPBOIT.
- g) To give employees ongoing feedback on how effective their performance is relative to expectations.
- h) To provide objective information for making decisions on salary increments, incentive, promotions and transfers.
- i) To measure work performance.
- j) To address performance related deficiencies by identifying weak area of employee performance.

## 7.3 Performance Evaluation Phases

KPBOIT Performance Appraisal Process is carried out in several steps starting at the beginning of the year by the direct supervisor agreeing with the employee on job responsibilities. Employee's performance targets shall be in line with the section and organization's objectives.

Performance Management at KPBOIT is a continuous process that is divided into three phases, following are details of each phase in the Performance Management Cycle:

- a) Phase I: Objective Setting
- b) Phase II : Mid-Year Progress Review
- c) Phase III: Annual Performance Appraisal

### 7.3.1 Phase 1: Objective & KPI setting

Performance Management at KPBOIT will be initiated with the setting of individual performance objectives on objective setting form (template provided in Annex 6) at the start of the year. The Objectives Setting Exercise focuses on giving each employee an understanding of how his/her work connects to, and serves both the short-term (project-based) and long-term goals of KPBOIT and cascading down the overall KPBOIT

strategy. Employees will be required to align their performance objectives with their Directorate's which in turn will give them better visibility of their contribution to the KPBOIT performance.

Directorate and individual objectives need to be SMART, i.e.:

- Specific;
- Measurable;
- Achievable;
- Result-oriented; and
- Time bound

Objectives should cover an employee's core responsibilities, and subject to revision as when required. Ideally each individual should have enlisted five to seven objectives which should be clearly documented.

Achievement against performance objectives will be gauged by assessing percentage achieved against each objective, progress will be assessed during the Mid-Year Progress Review and the Annual Appraisal.

### **7.3.2 Phase 2: Mid-Year Review**

To evaluate employees' performance in the first six months of the calendar year, a progress review exercise will be conducted from the 1st of July, every year. The Mid-Year Progress Review will assess performance on progress against annual objectives set at the start of the year, and will provide an opportunity for developmental feedback and corrective action.

In the Mid-Year Progress Review performance will be evaluated on the following ratings:

- Performance meets the required standards and expectations; employee has the necessary ability to effectively carry out responsibilities of the current position.
- Performance lacks consistency; employee does not meet required standards / expectations in one or more areas & requires additional monitoring and supervision.

The Mid-Year Progress Reviews shall be carried out by the Head of relevant Directorate on Interim Review Sheets (template provided in Annex 7) that shall be handed over to HR. This complete activity shall be executed within the month of July.

### **7.3.3 Phase 3: Annual Performance Appraisal**

A comprehensive discussion on the performance and achievements of the employee will be conducted during the Annual Performance Appraisal; however, Coaching, Counseling and Guidance must be an on-going process for the desired improvement and development.

The Annual Performance Appraisal is a guiding tool for the employees and is crucial for performance feedback, future promotions, increments and incentives. In the Performance Appraisal Form (template provided in Annex 8), performance will be rated on a point scale:

- a) Outstanding (Performance Rating Score: Equal to or above 3.5): Work performance consistently exceeds job requirements. Employee goes beyond the parameters of the job & makes exceptional contribution to the organization.

- b) Exceeds Expectations (Performance Rating Score: Greater than (or equal to) 2.5 lower than 3.5): Work performance is consistently above the standards of performance for the position.
- c) Meets Expectations (Performance Rating Score: Greater than (or equal to) 1.5 lower than 2.5): Work performance consistently meets the standards of performance for the position and team.
- d) Improvement Needed (Performance Rating Score: Greater than (or equal to) 1 lower than 1.5): Work performance does not consistently meet the standards of performance for the position. Effort is needed to improve performance and bring it in line with team performance standards.
- e) Unacceptable (Performance Rating Score: Lower than 1): Work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.

Employees who get a performance rating of “Improvement needed” in their Performance Evaluation Report (PER) will not qualify for a salary raise, promotion or incentive. These employees will be put on a three-month Performance Improvement Plan (PIP), with clear expected deliverables agreed between the employees and their Head of Directorate. This will help ensure that timely developmental feedback is provided to employees with serious development needs. The PIP process will be driven by head of Directorate and an HR representative. Employee’s performance will be evaluated in the Annual Appraisal to judge whether he/she has shown the desired improvement. In case the desired improvement has not been shown, KPBOIT may decide to relieve the employee of his/her services.

## **7.4 Performance Evaluation Report (PER)**

Based on the Annual Performance Appraisal and midyear review, a comprehensive Performance Evaluation Report (PER) shall be prepared by the head of relevant Directorate. PER shall incorporate the evaluation process followed and the results of the performance evaluation process with an overview of the relevant employee’s profile.

PER shall also incorporate the recommendations of the head of relevant directorate as to the action that should be carried out to improve performance. These actions may include (but not limited to) trainings, mentor ship, promotions, salary raise, incentives, benefits etc.

The performance Evaluation Report (PER) shall be handed over to the head of HR along with the performance Appraisal form. Head of HR shall ensure that the PER is in line with the Performance Appraisal Form and Interim Review Sheet. Head of HR shall ensure that the evaluation process and guidelines embodied in this manual have been appropriately followed and the recommendations from the head of directorate are unbiased and in line with the evaluations carried out.

Performance Evaluation report shall be sent to the CEO / secretary of board for recommendation and approval.



## 8. Succession planning

Succession planning is defined as the selection of the most suitable employees and providing auxiliary trainings in order to prepare them for filling leadership gaps in the organization when the need arises. Succession planning is strategic, both in the investment of resource devoted to it and in the kind of talent it focuses on. This is not a onetime event; rather, it is re-assessed and revised annually through the workforce planning process.

### 8.1 Policy

Following policies shall be applicable to KPBOIT for the purpose of succession planning:

- a) All promotions to and within positions of Grade 10 and above shall be managed through Succession Planning
- b) Succession Planning will be carried out in a fair and transparent manner and aligned with strategic needs of the organization
- c) To develop a diverse pool of candidates and considering at least one for each position
- d) Each succession plan shall be approved by the Board of Investment and trade.

### 8.2 Procedure

Succession planning program shall be prepared by head of HR at the start of each calendar year and, in integration with all other human resource processes. The approval of the Board will be sought on the succession plan and the Board will be responsible to oversee the execution through the HR Committee. The succession planning shall comprise the following steps

- a) Identification of expected leadership gaps and key posts
- b) Assessing benchmark strength factors and skill sets
- c) Identification and selection of high-potential employees
- d) Diagnosing strengths and developmental needs
- e) Preparing trainings and development programs

#### 8.2.1 Identification of expected leadership gaps and key points

Head of HR shall examine the employee data to establish possible vacancies arising during the upcoming year. Expected vacancies can be created due to:

- expected retirements of the employees who have shown intention to retire in near future ;
- retirement eligible of the employees who are close to the retirement age; and/or
- internal promotions where any personnel is expected to be promoted leaving behind a vacancy

#### 8.2.2 Assessing bench mark strength factors and skill sets

A clear understanding of the capabilities needed for succession planning in key areas is essential for setting performance expectations and assessing performance. Internal assessment is carried out to determine the benchmark factors and skill sets required for the each position. In order to assess these factors and skill sets, directorate of HR will obtain input from line managers/ head of directorate about the required skills and experience required to carry out the responsibilities of a certain position.

### **8.2.3 Identification and selection of high-potential employees**

HR shall develop nomination criteria to identify the talent pools available within the organization. Employees can nominate themselves, to the talent pool by application to HR directorate. Initial screening of candidates will be carry out by the directorate of HR. Final selection of candidates for succession planning will be carried out by HR Committee.

### **8.2.4 Diagnosing strengths and developmental needs:**

The selected candidates/employees for all the leadership positions will form an 'accelerated pool'. Relative strengths and experiences of each employee will be carried out by the HR directorate in conjunction with the head of relevant directorate and HR Committee. Training and development needs will be assessed for each employee on the basis of his strengths and skills evaluation

### **8.2.5 Preparing trainings and development programs**

It is the responsibility of the HR to develop training and development programs for each employee of the accelerated pool as per the directions and recommendations of the HR Committee.

HR shall be responsible for execution of training and development program as approved by the HR Committee.

## 9. Promotion

### 9.1 Promotion Policy

Promotion at KPBOIT is a career opportunity for an employee that involves greater responsibilities, an increase in salary, and a change in title and grade from the current grade. The added benefits of promotion are made to serve as an incentive for better work performance and create a sense of individual achievement and recognition.

Effectiveness of the promotion system is ensured through integration of the performance appraisal process with succession planning, thus creating a mechanism that secures motivation of employees that KP BOIT intends to retain. Hence evaluation of employee performance becomes fundamental to KP BOIT's promotion policy.

### 9.2 Eligibility Criteria

Following eligibility criteria shall be applicable in case of promotions:

- a) Employees having minimum 1 years of service in the same position.
- b) An employee assessed as exceeding expectation or above in his performance assessment will be eligible for a promotion.
- c) Employee shall only be considered for promotion if he/she has achieved "outstanding" or "exceeds expectation" with performance score rating greater than 2.5 in his/her "Performance Evaluation Report".
- d) No employee can have claim for promotion to any particular post/ grade by virtue of seniority alone.
- e) Employee shall only be promoted if he/she has been recommended by the head of Directorate for approval.
- f) The employee has been included in the succession plan for the relevant post.(only for Grade 10 and above)
- g) Employees against whom disciplinary actions regarding matters of compliance, regulatory or breach of code of conduct have been taken shall not be entitled for a promotion before lapse of one year from the date the penalty was executed. In all cases, employees will not be entitled for a promotion during the procedures of disciplinary enquiries until a verdict has been reached in the particular case.

### 9.3 Promotion process

All promotions shall be made on merit and based on:

- a) Management's review and individual's Performance Evaluation Report (PER);
- b) Individual's potential to function in the new/ higher level job;
- c) Requisite skill set, knowledge and experience;
- d) Minimum 2 years of service in the particular grade;
- e) Availability of senior positions;
- f) Promoted to the next grade retaining the same designation.

Head of Directorates shall be responsible for conducting the Annual performance appraisal along with recommendation of promotion. They need to ensure that the recommended employees meet the promotion pre-requisites.

Recommendations of approved/successful candidates (employees who meet the eligibility criteria and are successful in the assessment centers and competency based interviews, where needed), shall be forwarded to the Human Resource committee.

Interviews shall be conducted for the candidates of promotion by the HR committee and the most suitable candidate shall be selected for promotion to the available post. HR committee shall ensure that:

- Only those candidates are recommended for promotion that fulfils the eligibility criteria for promotion, in case the candidate do not full fills the eligibility criteria, the members of committee shall give appropriate reasons.
- The promotion do not de-motivate the rejected staff member, this can be done by increasing pay or benefits as per the discretion of the HR committee.
- HR committee shall review the Performance Evaluation report and ensure that the recommendation of head of Directorate is in line with the performance of the candidate.

# 10. Disciplinary Policy

At KPBOIT breach of disciplinary code is classified into following categories:

- a) **Negligence** includes the following behaviors on part of executives:
  - Poor performance
  - Absenteeism, lack of interests in work etc.
- b) **Misconduct** includes the following behaviors on part of executives:
  - Theft, fraud or dishonesty in connection with the activities or property of KPBOIT or with the property of any person within the premises of KPBOIT;
  - Taking or giving bribes or any illegal gratification;
  - Willful insubordination or disobedience, of any lawful orders of a superior;
  - Absence without leave or over-staying beyond the sanctioned leave;
  - Damaging any property of KPBOIT;
  - Habitual late coming or irregular attendance;
  - Riotous or disorderly or indecent behavior whether within the premises of KPBOIT or outside such premises where such behavior is related to or connected with his/her employment;
  - Making representation or sending grievances, objections, etc; to the members of the management except through the proper channel;
  - Striking work either singly or along with others in contravention of the Service or the Employee Relations Policies and Procedures for the time being in force or inciting or forcing any employee of KPBOIT to strike work;
  - Refusal to put in additional hours of work as and when required by the management;
  - Refusal to accept any transfer from one place to another anywhere in Pakistan and/or from one Directorate to another and/or from one establishment to another.
  - Not taking reasonable precaution to safeguard KPBOIT property to prevent accident or damage to it;
  - Organizing, holding or conducting any meeting except those connected with the work of KPBOIT within KPBOIT premises without the previous sanction in writing of the management;
  - Unauthorized collection or attempt to collect records or documents of KPBOIT;
  - Interfering with, tampering, altering, or fabricating records of KPBOIT;
  - Threatening, intimidating or manhandling any employee within the premises of KPBOIT or elsewhere if it is related to the work of KPBOIT;
  - Abetting or attempting to abet any act which amounts to misconduct;

## 10.1 Disciplinary procedures

Disciplinary procedure adopted at KPBOIT consists of five steps segregated into two levels i.e. Informal and Formal;

### 10.1.1 Level 1: Informal Procedures

#### Step 1 – Informal Discussion/Counseling:

The management of KPBOIT recognizes that the majority of its staff member sincerely wants to do what is required of them and follow the policies and procedures. An unsatisfactory conduct or performance may, in the first instance, be subject of informal discussions, counseling and offering every opportunity to improve performance or conduct. Where the immediate line manager considers that action should be taken to

encourage an executive to improve his conduct or performance, a counseling session with the head of relevant directorate may be held.

This session is used to bring the employee's attention to the aspects in which it is thought that performance or conduct is unsatisfactory (for example, an issue of time keeping) and to ascertain whether the employee recognizes that there is a problem.

### **Step 2 – Verbal Warning:**

A verbal warning is likely to be appropriate when there is a first breach of rule(s), and the breach is of a minor nature. The Verbal warning is an important step in the disciplinary process, because it is at this point that cause for further action may be prevented or - if cause persists - provides the foundation for further action(s).

### **10.1.2 Level II – Formal Procedures:**

The formal procedure may follow a pattern of written warnings where previous informal disciplinary action has not resulted in improvements of either performance or behavior. In case, if a single act of misconduct may be of a sufficiently serious nature to be addressed and an investigation is required to determine the cause of the event then step 1&2 shall be ignored.

#### **Step 1 - First Written Warning:**

First written warning is likely to be appropriate when there is:

- a) A continued, or a repeated, breach of a rule(s) as mentioned in KPBOIT Disciplinary Code or
- b) A first breach of a rule or misconduct which, when assessed, is of sufficient gravity to warrant a penalty higher than a verbal warning.
- c) A written warning may or may not be preceded by a verbal warning depending on the seriousness of the inappropriate behavior or if one or more verbal warnings have been ineffective in correcting conduct or behavior.

Warning letter shall be formed by the head of HR and approved by the CEO / secretary of board. Copy of warning letter shall be recorded in the employees personnel file while the original shall be handed over to the relevant employee.

#### **Step 2 - Second (Final) Written Warning:**

If same offence is occurred again or performance/conduct fails to improve written warning shall be given by filling Disciplinary Form by the HR, followed by a formal disciplinary interview with the head of Directorate. The second written warning gives details of the offence and of the required improvement, and copy shall be placed in the personal file held in the HR while the original shall be handed over to the employee.

### **Step 3 –Investigation & Suspension and Enquiry**

#### **a) Suspension**

- Where there are allegations of Criminal practices or Gross Misconduct, the employee shall be suspended as soon as it is determined that there is a case of Criminal practices or Gross misconduct. Suspension does not in itself constitute a disciplinary act, but allows for a fair investigation totake place.The order of suspension is communicated in writing to the employee.
- An executive under suspension will be paid his basic pay only and the maximum period of this suspension is 2 months.

- When an executive who has been suspended is reinstated and found not guilty, he is considered on duty during the period of suspension and is entitled to the Compensation and Benefits as he would have received if he had not been suspended.

**b) Investigation**

- It is the responsibility of the head of relevant directorate to inform HR in cases of misconduct and provide complete information of the incident as soon as the actual incident occurs.
- A formal enquiry is conducted prior to any disciplinary action is taken by head of relevant Directorate and the head of HR. Letter of Explanation shall be submitted by the disciplinary committee.
- Board of investment and Trade shall appoint three members Disciplinary Committee to carry out the enquiry.
- The employee shall have the right to object to the constitution of Disciplinary Committee where he feels that any member of the Committee is prejudice or bias to the rights of the employee or may not be able to discharge his/her duties, as required under the circumstances, in an honest, transparent, just and competent manner.
- The Enquiry Committee shall have the power to call any staff member for statement, evidence, information, as witness or otherwise.
- The employee shall be given an opportunity of being heard. In this regard a Hearing Notice shall be issued to the employee mentioning therein the date, time and venue of the hearing. The Enquiry Committee shall record the statement of the employee which will be signed by the employee.
- At the end of the enquiry, the Disciplinary Committee shall submit its findings, in the form of report and recommend the action to be carried out.
- The report shall be submitted to the head of HR by the disciplinary committee. Head of HR shall ensure that the process followed in the disciplinary action is appropriate and in line with the policies and procedures of KPBOIT.
- The Report shall be referred to CEO/secretary of Board for approval.

## **10.2 Disciplinary action:**

The disciplinary committee may decide to carry out the following disciplinary action based on the severity of misconduct:

- a) A written warning (all warning letters must be routed to HR);
- b) A show-cause/explanation notice;
- c) Withholding (for a specific period) of promotion or increment;
- d) Recover from pay of the whole or any part of any pecuniary loss caused to the organization by negligence or breach of orders;
- e) Suspension (at 50% Pay) for a period not exceeding thirty (30) days;
- f) Demotion (reduction to a lower level/grade/pay);
- g) Probation (a period of two months in which an employee is given written expectations to achieve. Failure to do so may result in dismissal);
- h) Termination from services.



# 11. Employee Exit Policy

The purpose of this policy is to outline the ways in which a working relationship can be terminated either by the employer or employee and to lay out the procedure on how exits from KPBOIT will be managed. Exits deal with resignations, terminations, retirements, completion of fixed-term contract and dismissal.

Termination of Service can only be carried out in case of gross misconduct or negligence from the staff member and disciplinary action is adequately carried out resulting in termination of employment.

Voluntary resignation includes, but is not limited to, instances in which an employee resigns in writing or the contract period of the staff member expires. The service of an employee may be terminated as a consequence of restructuring, job elimination, and economic downturns in funding or lack of work. All benefits associated with such terminations will be provided to the employee.

## 11.1 Notice period

Following policies shall be applicable regarding Notice period:

- a) One month's notice period must be served by the staff member in case of resignation.
- b) Notice period is not required in case of termination. No payment shall be made in lieu, unless the disciplinary committee decides otherwise.
- c) During the probationary period, either KPBOIT or employee may terminate the employment without cause and at any time by giving 24 hours' notice in writing to the other party.
- d) Notice period can be waived off by the head of relevant directorate (subject to CEO/secretary of board's approval) only in the following cases:
  - Employee submits written request to waive off the notice period;
  - In case where employee does not offer/serve the full written notice period, his/her salary will be deducted in lieu of notice period (prorated on 30 days basis in case of partial notice);
  - In case where employee does not submit written request notice period waiver and management needs to release employee before the end of notice period from the services due to certain situation, then HOD can initiate an early separation. However, the employee shall be entitled to salary in lieu of notice (prorated on 30 days basis in case of partial notice);
  - Leaves cannot replace notice period, and are frozen the day an employee resigns i.e. employee cannot avail leaves after submitting resignation. However, employee may avail casual leave in dire need.

## 11.2 Termination/resignation process

Following policies and procedures shall be applicable regarding the termination and resignation procedures followed by KPBOIT:

- a) The employee should submit a written resignation to his/her Directorate head, one month in advance of his/her resignation as per the terms and conditions laid down in the employment contract.
- b) The directorate head shall forward it to the HR after approving it or with his recommendations for further action.

- c) Employee shall be formally communicated about resignation acceptance or decline through a letter issued by HR.
- d) Employee needs to schedule a meeting before the last working day with head of HR for an exit interview. The information collected during exit interview will be classified and used to determine the reason for leaving the position or organization and may be used to take any necessary action.
- e) HR shall initiate the clearance process a week prior to the expected last working day of the employee. However, in situation where clearance will be held with some directorate due to some dispute e.g. recovery of advance, laptop return etc., and employee will be responsible for obtaining clearance from respective directorates through Clearance Form (Annex).
- f) Employee should handover all KPBOIT assigned equipment to respective directorates and get clearance e.g. computer to IT, KPBOIT Card to Administration, etc.
- g) Employee will be responsible to hand over all tasks, files, folders, and assets assigned by the directorate to his/her Head of directorate or any other person designated by the head of directorate.
- h) Payroll will adjust any deduction(s) from the employee's available funds (salary/earned leaves, etc) and issue a crossed cheque(s) of remaining amount in employee's name. In case of deceased employee, final settlement cheque(s) will be issued in the name of his/her nominees as per HR record (Nomination Form Annex)
- i) HR will process final settlement in approximately 7 working days subject to clearance from all respective directorates.
- j) In case of Termination of Service due to misconduct or disciplinary action, KPBOIT reserves the right to withhold all compensation. Any points related to employee exit in other HR policies (such as Performance Management) should be considered a part of this policy.

## 11.3 Retirement

Employee will be retired from the service of KPBOIT upon attaining the age of 60 years and 55 years for woman. An employee may be retired earlier on the grounds of ill health, physical, mental incapacity to work, or on his/her written request. Age will be determined from the documents provided to HR and as recorded in the system. Last working day of the retiree will be considered the last working day of the month in which he/she reaches 60/55 years of age, as the case may be, however the retirement age can be extended if the physical and mental health is not impaired and subject to approval of Board of Investment and Trade.

## 11.4 Severance Payment

Severance payment to be made at the time of recruitment / retirement is defined as follows:

### 11.4.1 Provident fund.

Accumulated balance in the Provident Fund account shall be paid as severance payment to the separating/retiring employee or to beneficiaries nominated by the employee in case of her/ his death.

### 11.4.2 Gratuity fund

Gratuity fund payment shall be made as per the policies and procedures defined in the manual.

**11.4.3 Leave encashment**

Earned Leaves available for encashment at the time of retirement / resignation shall be payment in cash by KPBOIT as part of their severance package.



# 12. Staff Development

The purpose of this staff development process is to enhance skills and knowledge of KPBOIT employees and build their capacities to enable them to perform their jobs more effectively and to develop them for future growth.

## 12.1 Staff development planning

Following policies and procedures shall be used for the purpose of need assessment and staff development planning at KPBOIT:

- a) Training need shall be identified through Annual Performance Appraisal carried out for every staff members. At the completion of the performance evaluation process, head of relevant directorate shall identify the training requirement for staff members of his/her directorate.
- b) At the end of the calendar year, all the training requirements shall be communicated to the head of HR in the form of a report.
- c) HR shall consolidate the training requirements in the form of a Staff development Plan including the following information:
  - Prioritized list of the trainings in coordination with the head of relevant directorate along with a timeline;
  - Resources required for successful completion of the identified trainings;
  - Expected outcome of the training;
  - Identify the funds required for the training in coordination with the head of finance directorate for inclusion in the annual budget.
- d) The staff development plan shall then be communicated to the CEO / secretary to board for approval.

## 12.2 Internal trainings

“Internal Training” is defined as any conference, workshop, meeting, or other educational function organized, facilitated, or sponsored by KPBOIT for KPBOIT staff members.

The focus of these trainings is to facilitate staff of KPBOIT in performing their day to day activities in an efficient and effective manner and to align the objectives of the staff with the overall objective of KPBOIT.

Internal training shall be considered business and not charged against annual leave. Internal training schedules may include evenings or weekends.

## 12.3 External trainings

“External Training” is defined as any conference, workshop, meeting, or other educational function organized, facilitated, or sponsored by an agency other than KPBOIT. Staff may be allowed a maximum of twenty five (25) days per year to attend approved external training.

## 12.4 International Trainings

“International trainings” is defined as any conference; workshop, meeting or other educational function held by an international organization and invited KPBOIT staff for the training.

Employees who are nominated for enrolment in an international training program should meet the following conditions:

- a) Prerequisites of the intended training.

- b) Knowledgeable of the language in which the training program will be conducted. In case an expatriate contract employee needs to attend a foreign training, he/she has to be on contract of more than 1 year.

KPBOIT shall pay all training expenses, round trip airfare, living allowance, and local transportation. And the employee shall sign a 'Training Bond' (Annex) which shall serve as a contract containing the pre-requisites, terms and conditions of the training. No employee shall be entitled for a second foreign visit under this policy within 12 months from the date of training unless necessary.

# 13. Hiring of consultant

A consultant engaged by KPBOIT is a specialist whose services are contracted on terms that stipulate a specific task to be completed within a specific period of time.

## 13.1 Consulting Agreement

The Consulting Agreement comprises four parts:

- a) Standard Terms and Conditions;
- b) Scope of Work;
- c) Term of Agreement and Compensation;
- d) Standard Contract Provisions.

The only terms that consultant may negotiate, alter or amend are those contained in “Scope of Work” and “Term of Agreement and Compensation Schedule” of the Consulting Agreement.

Draft Scope of work and the term of agreement shall be defined by the head of HR in coordination with the head of relevant directorate and the consultant hired for the specific assignment. Scope of work and terms of agreement shall be finalized for inclusion in the Consulting agreement with the approval of CEO / Secretary of Board.

## 13.2 Hiring process

KPBOIT Procurement Guidelines shall be used for the purpose of identification and selection of consultant.



# 14. Leaves

KPBOIT appreciates the importance of rest and recreation for the well-being of employees and the contingencies arising from illness and unforeseen eventualities require employees to be absent from work, it allows its employees to take days off from office in such situations, bearing in mind the ongoing operational requirements of the organization.

The aim of the policy is to outline the eligibility and guidelines for employees to utilize their quota of leaves with regard to fulfilling personal needs, performing religious/family duties, attaining work-life balance and dealing with emergencies.

## 14.1 Types of leaves available to employees

### 14.1.1 Earned Leaves

It is KPBOIT's policy to encourage employees to take time off from work to reduce stress level and break out from the day to day routine in order to spend some quality time away from work. KPBOIT provides all its regular employees annual leaves with pay in order to maintain health, morale and efficiency.

The policy in respect of earned leaves shall be as follows:

- a) Employees on probation period shall not be allowed earned leaves until they are confirmed at the post. Confirmed employees shall be eligible for 24 (2 days a month) earned leaves during the fiscal year which starts from 01 July to 30 June. Employees shall earn these leaves over a service period of 12 months.
- b) The entitlement to the number of leaves will be adjusted on a pro-rata basis depending on the date of joining with KPBOIT.
- c) Head of Directorate should plan leaves with their subordinates in the beginning of the year to ensure that everybody is covered, leaves are availed and provisions are made for work load management.
- d) Employees shall be allowed to take these leaves in intervals, however, the leaves can be availed collectively, if work allows.
- e) Any un-availed Earned Leaves shall accumulate over the years and will be available for use by employee in subsequent years.
- f) Earned leaves shall be en-cashable at the time of separation of the employee from KPBOIT. The employee shall be entitled to encashment of earned leaves standing in his/her leave account. Maximum number of en-cashable leaves shall be 180; any leaves in excess to 180 shall lapse.
- g) Head of directorate may decline a leave request and suggest alternate period.
- h) Public holidays occurring during an employee's leaves shall not be considered as part of the employee's Annual Leaves.
- i) KPBOIT may request the employee to return to work, subject to approval of CEO, during authorized leaves as dictated by work needs. KPBOIT will then provide him/her with the remaining days of leaves once circumstances that compelled him/her to return, no longer exist. Moreover, if such a circumstance is to occur, the employee may be compensated in terms of travelling expense that he may have incurred.

### 14.1.2 Casual Leaves

While good attendance is essential for KPBOIT to achieve its goals and objectives, KPBOIT recognizes the necessity for employees to be absent from work for reasons

beyond the employee's control. The purpose of this policy is to set forth the guidelines under which employees may be granted time off with pay in the event of unusual and justified circumstances.

The policy in respect of casual leaves is as follows:

- a) All confirmed and probationary employees shall be eligible for 20 Casual Leaves during the calendar year.
- b) Casual leaves will not be accumulated and will not be available in the subsequent years. At the end of the calendar year the un-availed leaves will lapse automatically.
- c) The entitlement to the number of leaves will be adjusted on a pro-rata basis depending on the date of joining with the organization.
- d) Casual Leaves for shift staff will be counted even if it is taken on gazette holiday, if employee is scheduled for work on that day.
- e) An employee can avail casual leave after approval of the head of directorate.
- f) An employee's absence will be considered casual leave if employee provides proper and timely notification deemed satisfactory to the head of directorate. Leave Requisition Form should be submitted by an employee on his/her behalf to the HR.
- g) Timely notification means calling in on the day of absence or providing advance notice for absences which can be anticipated.
- h) Casual Leave cannot be availed in continuation with Earned Leave or vice-versa.

#### **14.1.3 Sick leaves**

While being in service an employees may face sickness, illness etc, therefore employees can avail the leave as per Sick Leave Policy. All employees may be granted time off at their normal rate of pay for their illness as follows:

- a) Any sick leave up to 15 days shall be considered paid. The decision to grant Sick leave exceeding 15 days as paid, half paid, or unpaid will be at Secretary General's discretion upon the merits of the case.
- b) KPBOIT may verify any sick leave of more than three days by an Authorized Medical Attendant.
- c) If sickness is more than three days and the medical certificate is not provided then head of directorate may use his/ her discretion to treat the entire period as unauthorized.
- d) In cases where the employee is examined by an external medical physician, KPBOIT may ask its Authorized Medical Attendant to review the external physician's report for approval.
- e) LRF shall be submitted as required under the policy for casual leaves & Earned Leaves.
- f) In cases of contagious disease, the employee shall not return to work until he/she provides medical fitness certificate issued by the Authorized Medical Organization, or any other Registered Medical Organization declaring that his/her health status is satisfactory and there is no risk of a contagion.

#### **14.1.4 Maternity Leave**

This policy aims to preserve the health of the mother (employee of KPBOIT) and child by providing the mother an adequate period for rest and recovery from childbirth.

The policy in respect of female employees availing maternity leaves shall be as follows:

- a) All confirmed female employees will be entitled to maternity leave of 60 consecutive days with pay, 15 days before delivery and 45 days after delivery. However actual leave plan may be modified subject to personal circumstances of the employee and approval of CEO, however, maximum 45 days of leave can be taken prior to delivery but the cumulative leaves applied cannot exceed 60 days.
- b) Leave request must be approved by Head of directorate and CEO.
- c) Annual leaves cannot be combined with maternity leaves unless there is a health concern for new born or mother, and the CEO approves the request depending on the merits of the case.

#### **14.1.5 Unpaid Leave/Extraordinary Leave**

This policy aims to manage exceptional cases where leave is required and all leave balances are exhausted. Employees on probation shall not be allowed to avail unpaid leaves until they are confirmed for the relevant post. The policy shall be as follows:

- a) Maximum of three months can be taken as unpaid leaves during a service of every 2 years.
- b) Head of directorate shall review the case and approve the leave with the consent of Secretary General. HR should be informed of all relevant details. Consequently, a LRF shall be submitted by the employee in this regard.
- c) All cash benefits and salary entitlements will be suspended during the unpaid leaves. However Medical and life insurance coverage will continue.
- d) Unpaid leaves period will be excluded from performance appraisal cycle and incentive.

### **14.2 General Procedures and Guidelines**

- a) A Leave Request Form (template provided in Annex 9) shall be incumbent on any employee availing any type of leave. The LRF shall require approvals of head of relevant directorate and CEO and will be maintained as required in the guidelines on Record of Leaves.
- b) HR shall be notified with regard to any leave that is availed, since the ultimate responsibility for maintaining leave records lies with HR.
- c) Any employee who overstays his leave period, except under circumstances beyond his/her control for which he must render sufficient explanation, shall not withdraw any benefits or compensation in the form of salary or allowances. He/she may further be subjugated through disciplinary action.
- d) Overstays, however, may be sanctioned by the Secretary General subject to approval by the head of directorate if timely notification is given and the reason is plausible. Overstayed leaves, however shall be deducted from his/her balance of Casual Leaves, and if these are insufficient, then from the balance of Earned Leaves, or treated as Un-Earned Availed Leaves.
- e) The employee on leave shall personally notify the Head of HR upon returning from leave.

### **14.3 Record of Leaves**

It is the responsibility of the Head of HR to ensure that leaves are properly recorded in the leave register.

- 1) HR shall ensure the timely return of employees.
- 2) A leave register shall be maintained by HR directorate and Head of HR shall ensure that all the entries with regard to leaves are recorded in the register. Moreover, HR shall also maintain, preferably on soft, a tabulated form of leave record containing a directorate-wise list of employees along with the leaves availed by each employee, distinguishing between the type of leaves availed.
- 3) HR shall maintain the Leave Requisition Forms (Annex 21) and attach them to each of the personnel's personal file.

#### **14.4 Exception**

Any exception to Overall Leave Policy shall require approval of HR Committee and the case shall be processed through HR.

# 15. General working conditions:

## 15.1 Work schedule

The aim of this policy is to standardize the working schedule in KPBOIT. KPBOIT will maintain work hours which are compatible with statutory laws, functions and maintenance of effective work schedules.

It is the policy of KPBOIT that:

- a) 40 working hours per week will be constituted in the normal work schedule for full time employees excluding lunch and Namaz breaks.
- b) The normal work week for full time employees will consist of 5 days as per the standard practice.
- c) Gazette holidays will be observed as announced by the Federal Government.

## 15.2 Time sheets

The policy for filling and submission of monthly time sheets of employees is as follows:

- d) All employees are responsible for preparing a timesheet reflecting the hours worked by them during the month and use of accrued vacation, sick, and personal leave time, if any.
- e) All employees must sign their time sheet, confirming that they are honestly and accurately reporting their hours. Each employee must obtain signatures of his/her line manager and Head of directorate on their time sheets.
- f) All timesheets need to be completed and submitted to the HR by the 3rd of every subsequent month.
- g) HR shall keep record of the staff that has and has not submitted the time sheets.
- h) HR will reconcile the time sheet with the individual attendance sheet on monthly basis.

## 15.3 Dress code

The objective in establishing a dress code is to allow employees to work comfortably in the workplace and at the same time project a professional image to the stakeholders, potential employees, vendors and community visitors.

The guidelines established for dress code are laid down as follows:

- a) Business Casual dress is the standard dress code for all staff members except those employees whose duties involve face to face interaction with parties external to KPBOIT.
- b) Employees whose duties involve face to face contact are required to wear formal business attire five days a week.
- c) Employees need to be dressed professionally.
- d) Clothes should be clean and properly pressed.
- e) T-shirts, athletic shoes are not allowed.
- f) Head of directorates are responsible for monitoring and enforcing this policy. The policy will be administered according to the following action steps:
  - a. If questionable attire is worn in the office, the respective directorate supervisor/head will hold a personal, private discussion with the employee to advise and counsel the employee regarding the inappropriateness of the attire.
  - b. Repeated policy violations will result in disciplinary action.

## 15.4 Employee attendance

All employees should report to work on or before the scheduled work time and leave on or after the scheduled work time. Violations of the stated working hours, excessive tardiness and falsifying time recording will be subject to appropriate disciplinary action.

It is the responsibility of line managers and human resource to monitor and control the level of absenteeism for staff under their supervision.

If an employee is unable to report to work as scheduled, the employee should beforehand notify his/her line manager or administration, but not later than one (1) hour before the expected start time, except in the event of an emergency in which case it should be reported as soon as possible.

All employees will be required to register their actual reporting and departure time. Employees will record their arrival and departure time through an attendance register maintained by administration function.

An employee who is absent from work without authorization by or notification for more than two (2) consecutive working days will be liable for disciplinary action.

## 15.5 Maintenance of records

Driver allotted to each vehicle, including vehicles allotted to entitled officers, will be responsible for preparation and maintenance of vehicle log book containing accounts of accidents, repairs, fuel refills and record of mileage and other consumables.

Driver will also be responsible for maintaining a movement register wherein he will enter the distance covered by the vehicle per day with a recording of point to point travel, the officer travelling, and the purpose of travelling. Maintenance book should also be maintained by drivers of vehicles allotted to entitled officers.

In case of vehicles driven personally by entitled officers, the responsibility for preparation and maintenance of records will lie on such officer.

## 15.6 Reporting violations of the HR policy

Following policies and procedures shall be applicable for the purpose of reporting of violation of HR policy:

- a) KPBOIT staff has the responsibility to report any known, reported or suspected cases of alleged violations of these policies by any employee, any other humanitarian or development workers, representatives of local or national government, police, military personnel, outside contractors who are associated with KPBOIT, and/or all third parties doing business with KPBOIT.
- b) KPBOIT staff must report alleged violations immediately to HR. Under no circumstances is any KPBOIT employee required to report the alleged violation to a supervisor whom he/she believes to be involved in the violation.
- c) It is not the responsibility of the reporting employee to ascertain whether or not the complaint is true. It is his/her responsibility to report any concern in good faith.
- d) When a report of an alleged violation is made, HR will conduct a full, fair, prompt and thorough investigation as appropriate under the circumstances.
- e) Steps taken will depend upon the nature of the allegation. All employees must cooperate fully in the course of any investigation. Confidentiality will be maintained throughout the investigation subject to the need to conduct a full and fair investigation. If KPBOIT determines that a violation of these policies has occurred, prompt remedial action will be

taken against the offending person(s), up to and including his/her termination from employment.

- f) Additionally, if appropriate, HR will alert the proper legal authorities as to the violation. All KPBOIT staff is expected to report instances of violations truthfully and responsibly. KPBOIT staff member, who fails to report allegations that have been brought to their attention or to act on information that they know or should know, will be subject to disciplinary measures. Intentionally false reports of violations of these policies can result in termination from employment.





<b>Referred by</b> Contact: _____ Department: _____ Designation: _____	
_____ <b>Candidate Signature</b>	<b>Date:</b> _____

## Annex -2 Employment application form

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>																							
<b>Employment Application Form</b>																							
Employment Application Form for the post of : _____																							
<b>Personal Information</b>																							
Name: _____ Gender: _____ Father/Husband's Name: _____			<div style="border: 1px solid black; padding: 10px; width: 100px; margin: 0 auto;">           Passport Sized Photograph         </div>																				
Present Address: _____ _____ _____																							
Permanent Address: _____ _____ _____																							
Contact No	Mobile	Residence																					
Email: _____																							
CNIC No:	<table border="1" style="width: 100%; text-align: center;"> <tr> <td></td><td></td><td></td><td></td><td></td><td>-</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>								-														
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Nationality: _____																							
Place of Birth: _____																							
Marital Status: _____																							
<b>Academic/Professional Qualification (last qualification First)</b>																							
Name of Institute	Year	Certificate/Degree	Grade/Division																				
Membership of professional bodies: _____ _____ _____																							

<i>(Attach Copies of all the Academic/Professional Qualification Certificates)</i>										
<b>Languages</b>										
S	Language	Spoken			Written			Read		
		Excellent	Good	Fair	Excellent	Good	Fair	Excellent	Good	Fair

**Computer Skills:**  
 1. \_\_\_\_\_  
 2. \_\_\_\_\_

| **Present Most Recent Employment** | | | | | | | | | | |

Company Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Time period of Employment: \_\_\_\_\_  
 Present Most Recent Position: \_\_\_\_\_  
 Position at the time of Joining: \_\_\_\_\_

| **Previous Employment (Last employment first) other than above** | | | | | | | | | | |

Company name & address	From	To	Position Held	Reason for leaving

| **Completed Trainings and Appraintanceships** | | | | | | | | | | |


Detail of training and apprenticeship	From	To	Certificate/Diploma if any	Company or institute

Have you ever applied to SRSP for any position before this      Yes      No  
 If yes for which position  
 Date of application: \_\_\_\_\_  
 Outcome of application: \_\_\_\_\_

| **Reference** | | | | | | | | | | |


<b>References</b> Name: _____ Address: _____ _____ _____ _____ _____	<b>References</b> Name: _____ Address: _____ _____ _____ _____ _____
Name, address and telephone of number of person to be contacted in emergency  Name: _____ Address: _____ _____ _____ Telephone: _____	
<b>Declaration</b>	
I declare that the information given above is correct and that I have not withheld any information, which may adversely affect my fitness for employment. In the event of my employment with this Organization, if it is found that any statement made by me is not correct, the Society reserves the right to terminate the services.  <div style="text-align: right;">Date: _____</div> <div style="text-align: right;">Signature: _____</div> <div style="text-align: left;">( Attach CV of the candidate)</div>	
<b>To be filled by HR Section</b>	
<b>Action</b>  Short Listed [    ]  Issued Interview Letter/Call made [    ]  Issued Regret Letter [    ]  Issued Appointment Letter [    ]	_____  <div style="text-align: center;">Additional Director HR</div>

### Annex -3 Candidate interview evaluation form

 <b style="font-size: 1.2em;">Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>																	
<b>Candidate Interview Evaluation Form</b>																	
Date: _____ Time: _____ Assessor: _____ <div style="text-align: right;">(Designation &amp; Name)</div>																	
<b>Candidate Information</b>																	
Grade: _____																	
Name: _____ Father Name: _____																	
Date of Birth: <table border="1" style="display: inline-table; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;">-</td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;">-</td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table>					-			-									
		-			-												
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					-								-				
Temporary Address: _____ _____ _____																	
Permanent Address: _____ _____ _____																	
Telephone: _____ Cell: _____ Email: _____																	
<b>Interview</b>																	
<b>Rating Scales</b>	<b>Total Marks</b>	<b>Marks Obtained</b>															
1. Relevance of Experience	5																
2. Functional Knowledge	5																
3. Analytical Ability	5																
4. Creativeness	5																
5. Computer Skills	5																
6. Knowledge of SRSP	5																
7. Leadership position	5																
8. Experience with similar organization	5																
9. Communication Skills	5																


10. General Knowledge	5			
<b>Total Marks</b>	<b>50</b>			
<b>Personal Attributes</b>	<b>Outstanding (10 Marks)</b>	<b>Good (6 Marks)</b>	<b>Average (3 Marks)</b>	<b>Poor (0 Marks)</b>
1. Appearance				
2. Confidence & Assertiveness				
3. General Attitude				
4. Communication Skills				
5. Extra Curricular Activities, Team Building Exercises etc.				
<b>Total Marks (out of 50)</b>				
<b>Assesor's Comments:</b> _____ _____ _____				
<b>Total Achieved Marks of Candidate:</b> _____ <b>( out of 100)</b>				
Is Candidate Selected <input type="checkbox"/> Ye <input type="checkbox"/> No				
Salary expectation _____ Agreed Salary: _____				
<b>Assessor's Signature</b>	<b>Designation</b>		<b>Date</b>	

## Annex -4 Candidate recommendation form

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>				
<b>Candidate Recommendation Form</b>				
<b>Instructions</b>				
<ul style="list-style-type: none"> <li>To be filled and Completed by Interview Committee</li> <li>Submit completed forms to Additional Director HR</li> </ul>				
<b>Information About Candidate</b>				
Name: _____		Designation applied for: _____		
Directorate: _____		Date of application: _____		
Grade: _____				
Address: _____				
Total Marks				
Assessor 1	Assessor 2	Assessor 3	Assessor 4	Assessor 5
Total Marks				
<b>OVERALL RATING</b>				
Poor [ ]	Satisfactory [ ]	Good [ ]	Very Good [ ]	Excellent [ ]
A: Excelent		90-100		
B: Very Good		80-89		
C: Good		60-79		
D: Satisfactory		40-59		
E: Poor		20-39		
<b>RECOMMENDATIONS</b>				
Recommended <input type="checkbox"/>		Recommended <input type="checkbox"/>		
Recommended Designation: _____				
Recommended Gross Salary: _____				
Recommended Grade: _____				
<b>ADDITIONAL COMMENTS</b>				
_____ Signature Head of Interview Panel			_____ Date	
_____ Signature Member interview Panel			_____ Date	


Signature Member interview Panel	Date
-------------------------------------	------

## Annex -5 Probation progress report

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>				
<b>Probation Progress Report</b>				
Employee #		Employee Name		
Grade		Job Title		
Department		Location		
Joining Date		Probation Period		
<b>I</b>	<b>M</b>	<b>A</b>	<b>G</b>	<b>E</b>
Inappropriate	Marginal	Adequate	Good	Excellent
1	2	3	4	5
<b>A. PERFORMANCE RATING: To be filled by the Line Manager</b>				
Acquired necessary knowledge and skills to work independently		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
Takes initiative and displays creativity in performing the job efficiently:		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
Hard working and takes active interest in the job:		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
Postive attitude and courtesy towards subordinates, colleagues and supervisors:		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
Regular and punctual on duty & delivers on time:		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
General Comments/Overall Performance:		<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>
<b>B. OVERALL COMMENTS: To be filled by the Line Manager</b>				
<b>C. RECOMMENDATIONS: (To be filled by the Head of Department)</b>				
Recommended for Probation Termination			<input type="text" value="Yes"/>	<input type="text" value="No"/>
Probationary period may be extended by another term of			<input type="text" value="month(s)"/>	<input type="text" value="Yes"/>
<b>Supervisor/Line Manager</b>		<b>Departmental Head/GM</b>		
Signature _____		Signature _____		
Name _____		Name _____		
Title _____		Title _____		
Date _____		Date _____		
Before sending this form to Human Resource department please make sure that it is fully completed and approved by concerned persons. Incomplete forms will not be entertained.				
<b>D. VALIDATION: To be filled by Head of HR/OD</b>				
<b>Comments:</b>				
Signature _____				
Name _____				
Title _____				

Date
------


## Annex -6 Objective setting form

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>	
<b>Objective Setting Form</b>	
Name: _____	Identification No/Code: _____
Directorate: _____	Service area: _____
Scale/Grade: _____	Designation: _____
Cell: _____	Work Phone: _____
Date of Joining: _____	Period in service: _____
<p>Objective setting is the part of KPBOIT performance management process. It provides powerful mechanism for delivery of KPBOIT's strategy and enhances our career opportunities by aligning the goals of every individual with KPBOIT's vision, values and objectives. Objective setting enables us to maximize our potential both as individual and as Society.</p> <p>Objective setting and development planning is the first step in the process and ensures that at any time during the year, every staff member of KPBOIT can answer the following 5 key questions:</p> <ul style="list-style-type: none"> <li>What are the KPBOIT's goals?</li> <li>What are my department goals?</li> <li>What is my role in the department and what are my goals?</li> <li>How will I be measured and rewarded?</li> <li>What are my career opportunities at KPBOIT?</li> </ul> <p>In developing your objectives for this performance year, review relevant targets(financial and non financial) in your career plan as competencies for your role. You should then set the roles in following areas:</p> <ul style="list-style-type: none"> <li>KPBOIT goals</li> <li>Personal development goals</li> <li>Career aspirations</li> <li>Mobility</li> </ul> <p><b>Note:</b> If you change job assignment part way through the year, be sure to confirm or revise these goals with your new departmental head.</p>	
<p><b>Guide for Objective setting:</b> Think about what you will do to support KPBOIT and your business area to achieve our strategy. Please outline your critical three business goals below and include measures of success, e.g. relevant Key Performance Indicators. When considering how you will achieve your goals you should cover specific supporting activities. These could include behaviours, technical skills and market knowledge.</p>	
<b><u>My Business Goals</u></b>	
<p><b>Goal Title:</b> _____  <i>(Enter new business goal title here)</i></p> <p>What will I achieve?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>How will I achieve it?</p> <p>_____</p> <p>_____</p> <p>_____</p>	

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<p><b>Goal Title:</b> _____  <i>(Enter new business goal title here)</i></p> <p>What will I achieve?</p> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div>
<p>How will I achieve it?</p> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div>
<p><b>Goal Title:</b> _____  <i>(Enter new business goal title here)</i></p> <p>What will I achieve?</p> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div>
<p>How will I achieve it?</p> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div>
<b>Development Goals</b>
<p><i>Development goals should address both current development needs based on your role and business goals, as well as those behaviours that will be useful for future career progression. Please also consider any continuous professional development/education requirements from your professional institute when determining your development goals. Consider your career plans for next 1-3 years. What opportunities, development, resources and other support will you require in order to achieve these goals?</i></p> <p><b>Goal Title:</b> _____  <i>(Enter new development goal title here)</i></p> <p>What will I achieve?</p> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div>

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## Annex -7 Interim review sheet

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>	
<b>Interim Review Sheet</b>	
Name: _____	identification No/Code: _____
Directorate: _____	Service area: _____
Scale/Grade: _____	Designation: _____
Cell: _____	Work Phone: _____
Date of Joining: _____	Period in service: _____
<b><u>My Business Goals</u></b>	
<b>Business Goal Title 1:</b> _____	
<b>Interim Review</b> Individual: _____ _____ _____	
Head of Department: _____ _____ _____ _____	
<b>Business Goal Title 2:</b> _____	
<b>Interim Review</b> Individual: _____ _____ _____	
Head of Department: _____ _____ _____ _____	
<b>Business Goal Title 3:</b> _____	
<b>Interim Review</b> Individual: _____ _____ _____	

Head of Department:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Development Goals**

**Development Goal Title:** \_\_\_\_\_

**Interim Review**

Individual:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Head of Department:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Conclusion summary**

- Performance meets the required standards and expectations
- Performance lacks consistency

☐  
☐


**Signature:**

Individual: \_\_\_\_\_

Date: \_\_\_\_\_


Head of Directorate: \_\_\_\_\_ Date: \_\_\_\_\_

## Annex -8 Performance appraisal form

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>					
<b>Annual Performance Appraisal Form</b>					
Name: _____		Staff Code: _____			
Directorate: _____		Area of Service: _____			
Scale/Grade: _____		Designation: _____			
Immediate Supervisor: _____		Reportable to: _____			
Date of Joining: _____		Period in service: _____			
<b>Performance Appraisal</b>					
Objective/Task	Outstanding =>3.5	Exceeds expectation =>2.5<3.5	Meets expectation =>1.5<2.5	Improvement needed =>1<1.5	Unacceptable =<1
Overall remarks in Interim Review Sheet					
Objectives varies from employee to employee, they are filled as per job description and performance target for the year)					
<b>Signature:</b> Individual: _____ Date: _____  Head of Directorate: _____ Date: _____					
<b>Remarks of HR</b> _____ _____ _____ _____					
<b>Signature:</b> _____					

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## Annex -9 Leave Request Form

 <b>Khyber Pakhtunkhwa Board of Investment &amp; Trade (KPBOIT)</b>				
<b>Leave Request Form</b>				
<b>Instructions</b>				
1. Employees are to complete <u>Part-I</u> of the form and send it to Additional director Human Resource. 2. HR is required to complete <u>Part-II</u> and make record of it.				
<b>PART-I</b>				
<b>Employees ID:</b> _____ <b>Date:</b> _____ <b>Name:</b> _____ <b>Designation:</b> _____ <b>Directorate:</b> _____ <b>Date of Joining:</b> _____ <b>Address:</b> _____ <b>Type of leave</b>				
<b>Type of Leave/Leaves</b>	<b>From</b>	<b>To</b>	<b>No of days</b>	<b>Reason</b>
<b>During my absence my duties will be performed by:</b> <b>Name:</b> _____ <b>Designation:</b> _____ <b>Last day of work:</b> _____ <b>Total number of days away:</b> _____ <b>Employees signature :</b> _____ <b>Date:</b> _____				
<b>PART-II</b>				
<b>Particulars</b>	<b>Earned leave</b>	<b>Casual Leave</b>	<b>Sick leave</b>	<b>other</b>
Number of leaves requested				
Number of leaves entitled to date				
Number of leaves availed to date				
Balance				
Entitled <input type="checkbox"/> Not Entitled <input type="checkbox"/>				
Checked and verified by (Additional Director HR) _____ Date _____				
<b>Approved by</b>	<b>Approved by</b>	<b>Approved by</b>		
_____ Director Admin, IT, HR & Finance	_____ Head of Directorate	_____ CEO		





